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ABSTRACT

This document contains a student assignment book with 22 assignments for a course in food service management and a teacher's guide with answers to the assignments and tips on presenting the lessons to which they pertain. The assignments cover the following topics: career opportunities; entering the food service industry; classifications of customers, restaurants, and ownership; manager responsibilities and restaurant organization; furnishings and equipment; production and storage equipment; care of equipment; promotion; menu planning; buying food; buying meats; buying fruits and vegetables; buying dairy products and staples; sanitation; safety; personnel policies; selecting personnel; employee training, motivation and supervision; tax records; financial records; and restaurants and food service in the computer age. Assignments include objectives, information, questions, and activities. The teacher's guide contains suggestions on using the assignments, answer to assignment questions, and tips on using the assignments as self-study or class work. (KC)

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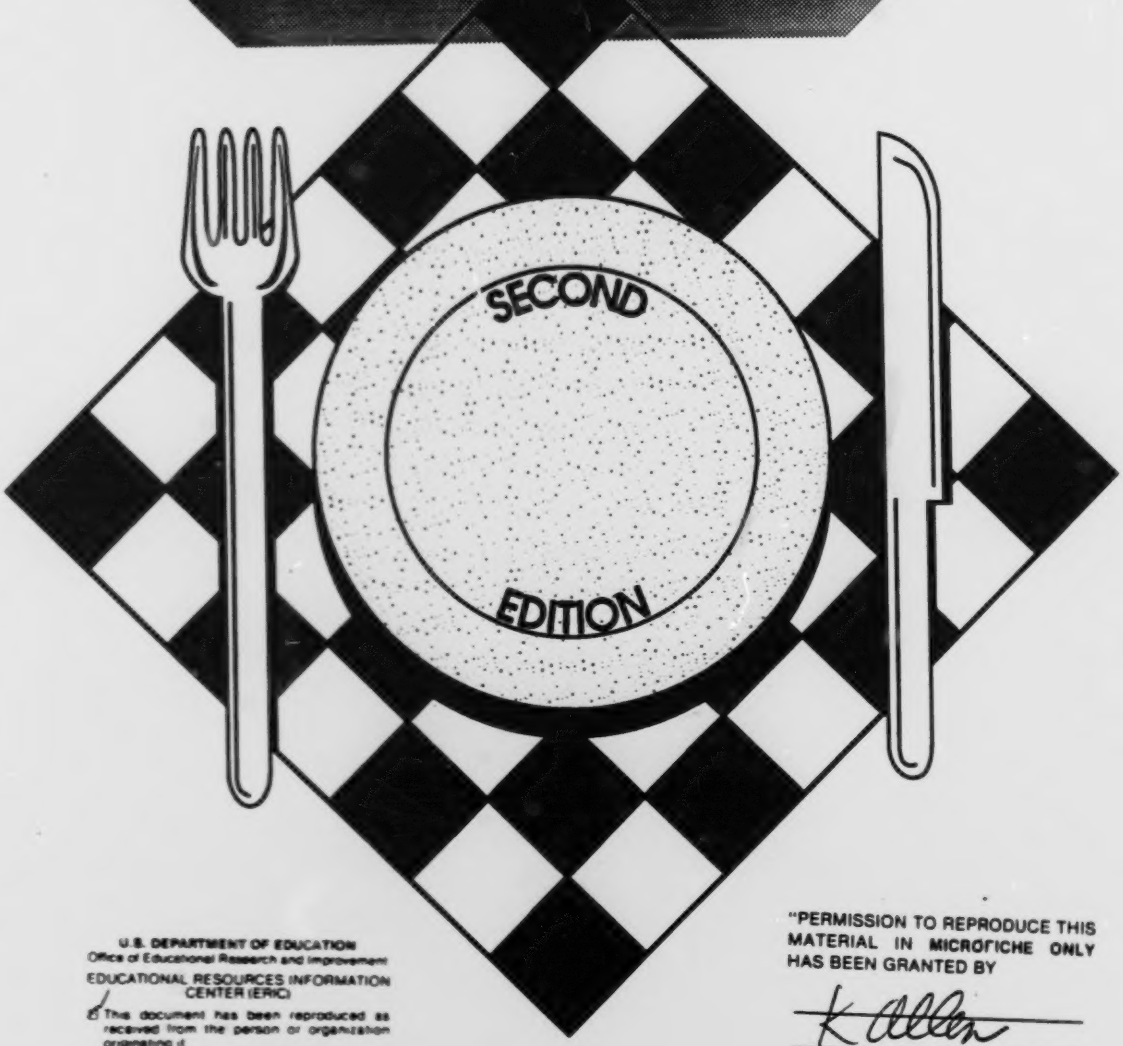

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Food Service Management

Second Edition

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Foreword

Food Service Management, Second Edition, is one of the new EIMC series of publications on what is done by employees in specific types of marketing organizations. It has been revised significantly from an earlier publication by the same name. That publication was prepared by Melvin S. Hatchett, Marketing Education teacher at Jesse Jones High School in Houston, who also had a background in training for food service management. In that first edition, special appreciation was expressed to the U.S. Department of Commerce, for extensive use of information in its *Establishing and Operating a Restaurant*—a basic reference for persons planning to enter food service management. Materials from that publication were updated and coordinated with questions and projects to make it suitable for Marketing Education. Also cooperating with materials for the first edition were the National Restaurant Association and the Texas Restaurant Association.

The revision for this Second Edition was done by Richard Zelade, whose background in the business includes work experience in restaurants since 1971, in organizations ranging from fast food to French/Continental, seafood, American, Mexican, and Tex-Mex cuisine. He has been a kitchen manager, restaurant manager, and consultant to restaurants being organized—including La Zona Rosa, Cafe Serranos, and Scholz Garten, in Austin. He is also a writer and editor, with credits that include *Texas Monthly, Southern Living*, and the *San Francisco Chronicle*. He was author of the *Texas Monthly Guidebook*.

The material in this publication is presented in ways that will introduce you to information and thought processes that are needed by persons who are moving up the ladder in a career. By answering the questions at the end of each assignment, and by doing selected activities, you will begin to get a clearer idea of what is done and why it is done. The activities are designed so that you do not actually have to have a job at this time, but can gain information by research, observation, and discussion with employees in food service institutions.

Jim Cockrum
ME Curriculum Specialist

Acknowledgments

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The PAC also included Al Mozisek, Churchill High School, San Antonio; Kris Gossom, Wichita Falls; Janie Anaya, McAllen Memorial High School; Betty Helton, McCallum High School, Austin; and Dr. Marcella McComas Norwood, the University of Houston. Participating in their meetings were Berry Sullivan, program director for Marketing Education, and Emmett Eary, both from the Texas Education Agency; and Dr. Barbara Selke-Kern, director of Educational Resources, Extension Instruction and Materials Center, The University of Texas at Austin.

Other members of the Marketing Education Curriculum Advisory Task Force (MECATF) who participated in the development of this and other materials in 1990-91 included: Art Tidwell, San Benito; Larry Russell, Clear Creek High School, Clear Lake; Brenda Simmons, Dayton; Suzanne Faught, Lampasas; Nelda Shipp, Mineola; Adell Morton, Allen; Chris Huffman, Brady; and Sandra Telles, Coronado High School, El Paso.

COMPLIANCE STATEMENT

TITLE VI, CIVIL RIGHTS ACT OF 1964; THE MODIFIED COURT ORDER, CIVIL ACTION 5281, FEDERAL DISTRICT COURT, EASTERN DISTRICT OF TEXAS, TYLER DIVISION

Reviews of local education agencies pertaining to compliance with Title VI Civil Rights Act of 1964 and with specific requirements of the Modified Court Order, Civil Action No. 5281, Federal District Court, Eastern District of Texas, Tyler Division are conducted periodically by staff representatives of the Texas Education Agency. These reviews cover at least the following policies and practices:

(1) acceptance policies on student transfers from other school districts;

(2) operation of school bus routes or runs on a non-segregated basis;

(3) nondiscrimination in extracurricular activities and the use of school facilities;

(4) nondiscriminatory practices in the hiring, assigning, promoting, paying, demoting, reassigning, or dismissing of faculty and staff members who work with children;

(5) enrollment and assignment of students without discrimination on the basis of race, color, or national origin;

(6) nondiscriminatory practices relating to the use of a student's first language; and

(7) evidence of published procedures for hearing complaints and grievances.

In addition to conducting reviews, the Texas Education Agency staff representatives check complaints of discrimination made by a citizen or citizens residing in a school district where it is alleged discriminatory practices have occurred or are occurring.

Where a violation of Title VI of the Civil Rights Act is found, the findings are reported to the Office for Civil Rights, Department of Health, Education and Welfare.

If there is a direct violation of the Court Order in Civil Action No. 5281 that cannot be cleared through negotiation, the sanctions required by the Court Order are applied.

TITLE VII, CIVIL RIGHTS ACT OF 1964: EXECUTIVE ORDERS 11246 and 11375; TITLE IX 1973 EDUCATION AMENDMENTS: REHABILITATION ACT OF 1973 AS AMENDED; 1974 AMENDMENTS TO THE WAGE-HOUR LAW EXPANDING THE AGE DISCRIMINATION IN EMPLOYMENT ACT OF 1967; VIETNAM ERA VETERANS READJUSTMENT ASSISTANCE ACT OF 1972 AS AMENDED IN 1974.

It is the policy of the Texas Education Agency to comply fully with the nondiscrimination provisions of all federal and state laws and regulation by assuring that no person shall be excluded from consideration for recruitment, selection, appointment, training, promotion, retention, or any other personnel action, or be denied any benefits or participation in any programs of activities which it operates on the grounds of race, religion, color, national origin, sex, handicap, age, or veteran status (except where age, sex, or handicap constitute a bona fide occupational qualification necessary to proper and efficient administration). The Texas Education Agency makes positive efforts to employ and advance in employment all protected groups.

1

Career Opportunities in Food Service Management

Objectives: After completing this assignment, you should be able to—

1. *report on the size and scope of the food service industry;*
2. *discuss future trends in the food service industry; and*
3. *describe management employment opportunities.*

The food service industry is diverse and growing, evolving daily to satisfy the ever-changing tastes of Americans. Types of management in the food service industry are as diverse as the industry itself, and jobs are plentiful. But before starting a discussion of the opportunities in food service management, let's take a look at the size, shape, history, and future of the food service industry.[1]

Scope and Size

Food service industry sales were expected to be almost $250 billion in 1991, according to the National Restaurant Association. Food service now consumes 43 percent of the American food dollar. The average American household spends $620 per person per year on food away from home. Over 8 million people are employed in 657,000 food service units. Food service industry sales equal nearly 5 percent of the U.S. gross national product (GNP).

Restaurants are the biggest segment of the food service industry, which also includes taverns, hospitals and nursing homes, colleges and schools, supermarkets, department stores, drugstores, convenience stores and gas stations, the military, vending operations, catering companies, and summer camps. Restaurant sales in 1991 were projected to be about $175 billion.

One out of three American meals is eaten away from home, or is food purchased from a food service operation (fig. 1). The health and well-being of the tens of millions of people who eat at food service establishments are affected by the quality and healthiness of the food they are served. There is much money to be made in the food service industry, but it is an industry with serious obligations to the customers and communities it serves.

Food service dates back to at least biblical times, when families opened their homes to hungry and tired travelers. English inns and coffee houses played an important part in the social, governmental, and theatrical life of that country. In this country, early colonial inns served as social and political headquarters for American patriots. Many food service establishments continue to be social and civic gathering centers for the communities they serve.

Although the food service industry is an ancient one, its spectacular growth has come within the last 50 years. Prior to 1910, development and growth had been steady, although restaurants were patronized primarily by only the upper middle class and the well-to-do. The changing business pattern brought about by the impact of World War I made eating out more customary among the general, less well-to-do populace. More women entered business and industry, and the lunchroom became a popular meeting place for noon meals for shoppers and workers.

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[1] Parts of this assignment are adapted from information in the *Occupational Outlook Handbook, 1990-91 Edition*, published by the U.S. Department of Labor.

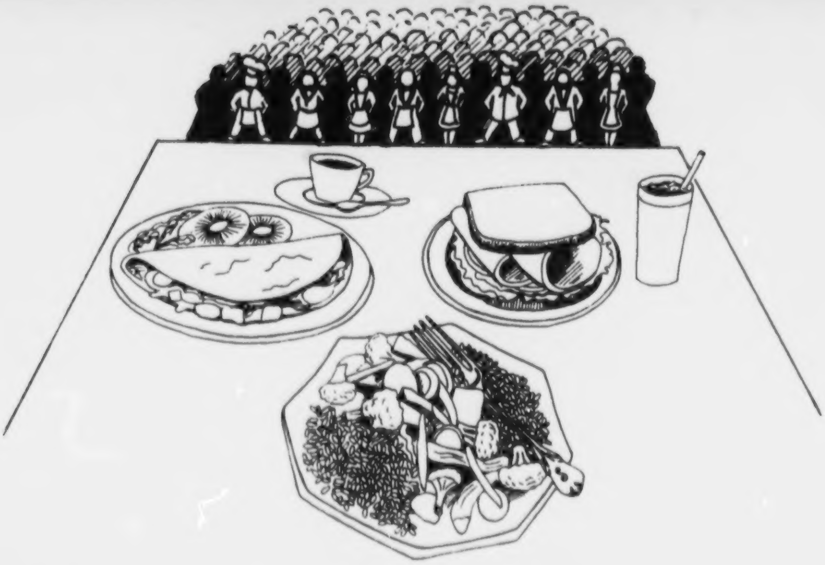

Fig. 1. One of three American meals is eaten away from home—with almost 8 million people in the food service industry making it possible.

The 1920s brought the automobile into nearly everybody's life, and the food service industry entered a new period of auto-driven expansion. A root beer stand opened in 1919 by Mssrs. Allen and Wright became the A&W Corporation and America's first franchised restaurant. The first drive-in was opened in 1921 near Dallas as "The Pig Stand."

The post-World War II era was one of continuous expansion and development. Most Americans earned more money and had more leisure time in which to spend it. Women began to work at jobs outside the home in greater numbers and spent less time in the kitchen. Time itself became an increasingly important commodity, and Americans on the run came to expect and demand "instant" products and services, hence the rise of fast food restaurants, led by industry giants like McDonald's and Kentucky Fried Chicken.

Food service sales have risen dramatically since 1970—from $42.8 billion to 1991's projected $248.1 billion. Customers also expect good-quality foods and services. Competition between food service operations helps to guarantee that each business provides the best food with the best possible service.

Americans like to eat out, and these habits are not likely to change. We may spend less or go to less expensive places during hard economic times, but we still eat out.

The food service industry is expected to grow in the future, for several reasons:

1. There are nearly 250 million Americans, and the population is growing.
2. Most traditional families find two incomes necessary, which means that often neither adult is home to cook. Fewer meals are being served at home, which means more eating out.
3. In single-parent families, the working single parent is less likely to cook.
4. Young adults wait longer to get married, and single people tend to eat out more.
5. Many people live a long distance from work, which makes it impractical to eat lunch at home.

Employment Prospects

Restaurant and food service managers held about 524,000 jobs in 1988 (fig. 2). Most worked in eating and drinking establishments, but small numbers were also employed by educational institutions, hospitals, nursing and personal care facilities, department stores, and civic, social, and fraternal organizations. Nearly half were self-employed. Jobs are located throughout the country, but are most plentiful in large cities and tourist areas.

Employment of restaurant and food service managers is expected to increase faster than the average for all occupations through the year 2,000. In addition to growth in demand for these managers, the need to replace managers

Fig. 2. More than half a million Americans are restaurant or food service managers.

who transfer to other occupations or stop working will create many new jobs. Job opportunities are expected to be best for persons with bachelor's or associate degrees in restaurant and institutional food service management.

Employment will increase with growth in the number of eating and drinking establishments. Population growth, rising personal incomes, and increased leisure time will continue to produce growth in the number of meals consumed outside the home. Also, continued growth in the number of families in which both spouses work should make dining out a more frequent and affordable convenience.

Projected employment growth varies by category in the industry. Little change is expected in employment of managers in school and college cafeteria operations, due to increased contracting-out of cafeteria operations to institutional food service companies. However, growth in the number of elderly people is expected to result in the rapid growth of food service manager jobs in nursing homes, residential care facilities, and other health care institutions.

Employment in eating and drinking establishments is not very sensitive to changes in economic conditions, so restaurant and food service managers are seldom laid off during hard times. Competition among restaurants is always intense, however, and many restaurants don't survive.

Earnings of restaurant and food service managers vary greatly according to the type and size of establishment. Based on a survey conducted for the National Restaurant Association, their median base salary was estimated to be $24,000 a year in 1987, but managers of the largest restaurants and institutional food service facilities often earned more than $40,000 annually. Fast-food restaurant managers had an estimated median base salary of $21,000 per year; managers of full-menu restaurants with table service, $26,000; and managers of commercial and institutional cafeterias, $25,000 a year in 1987. Most managers also received an annual bonus or incentive payment based on performance. In 1987, most of these payments ranged between $2,000 and $7,000 a year.

Executive chefs had an estimated median base salary of $30,400 in 1987, but those employed in the largest restaurants and institutional food service facilities often had base salaries over $40,000. Annual bonus or incentive payments ranged from $1,400 to $5,000 per year.

Assistant managers earned an estimated median base salary of $18,000 in 1987, ranging from $16,200 in fast-food restaurants to over $24,000 in some of the largest restaurants and food service facilities. Annual bonus or incentive payments ranged between $1,000 and $3,500 a year.

Manager trainees had an estimated median

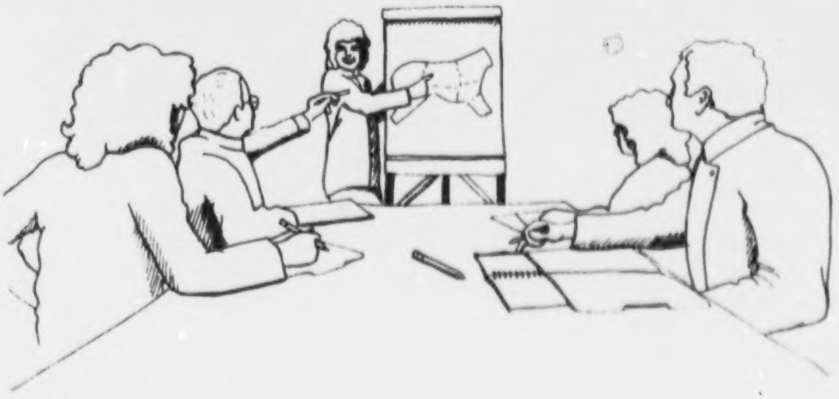

Fig. 3. Productivity today is increased by providing formal in-service training programs for most employees.

base salary of $15,600 a year in 1987, but manager trainees in some of the largest restaurants and food service facilities earned more than $21,000 per year. Annual bonus or incentive payments ranged between $800 and $3,000 a year.

Most restaurant and food service managers received free meals, sick leave, health and accident insurance, and one to three weeks of paid vacation a year, depending on length of service.

Food Service in the Future

The food service industry is not the same as it was twenty years ago, or even six months ago. It is always adapting to the constant changes in American eating habits, interests and attitudes. Some industry trends are as follows:

- *Corporate organization and corporate financing:* Chain restaurants hold a large share of the food service market and should continue to gain a larger share. Cafeteria operations in schools and universities are increasingly being contracted out to institutional food service companies.
- *Higher costs per employee* and an increased need for higher productivity
- *Use of modern technology:* Cutting the number of "hand" jobs through the use of modern kitchen equipment allows food to be prepared faster, cheaper, and with more consistency. Use of prepared, partially prepared, or convenience foods is an example of use of modern technology. The use of frozen foods and other partially or fully prepared foods is ubiquitous, especially in fast-food restaurants, so much so that, in some restaurants, cooks are little more than food assemblers. Using modern equipment, smaller kitchens can often be built, which allows more space to be devoted to the dining area and customer seating. Modern equipment is usually more energy-efficient, helping keep a restaurant's voracious utility bills down.
- *Formal in-service training programs* for all employees to maximize productivity through efficient use of modern technology
- *Fewer employees needed* to prepare food, because of use of modern technology and modified business practices
- *Increased demands on management and supervisory personnel:* Responsibility for

productivity—the key to profits—as well as responsibility for public service falls on the manager. The manager must be qualified in all phases of the business, but especially in dealing positively with people—customers and employees—at all levels.

- *New foods will become popular:* America has always been a culinary melting pot, and ethnic food from around the world is becoming increasingly popular; Mexican and oriental foods have gained much popularity in the last decade.
- Americans will become increasingly *diet- and health-conscious*. We already eat less beef and more chicken, fish, and fiber than we did ten years ago. This trend is expected to continue. In a sign of the times, Kentucky Fried Chicken decided in 1991 to shorten its name to KFC on all advertising and packaging, and debuted a new, skinless "Lite'n Crispy Chicken" with reduced calories and less fat, saturated fat, sodium, and cholesterol. McDonald's stopped using animal fats for deep-frying, added a line of salads and muffins to its menu, and test-marketed a reduced fat hamburger.

Questions

1. How important is the food service industry to the national economy?
2. How often does the average American eat out?
3. Why has the food service industry grown?
4. List the five factors that are contributing to the future growth of the food service industry.
5. What are the future employment prospects for restaurant and food service managers?
6. What are some of the predicted trends in food service?

Activities

1. Interview four restaurant owners or managers in your area. Ask them to comment on their feelings about food service opportunities in the future. Write a report based on the results of these interviews.
2. Talk with a supervisor or manager of a specific restaurant about career opportunities, and write a report on the results.

2

Entering the Food Service Industry

Objectives: After completing this assignment, you should be able to—

1. *identify the major occupational classifications in the food service industry;*
2. *identify the most common entry-level jobs;*
3. *identify the common jobs within the two largest occupational classifications; and*
4. *describe the career prospects within the two largest occupational classifications, including ways of advancing into management.*

The food service industry offers a variety of jobs, ranging from customer service jobs, which are the most visible, to vital "behind-the-scenes" jobs.

The U.S. Department of Labor has divided the food service industry according to three occupational types:

1. Chefs, cooks, and other kitchen workers
2. Food and beverage service workers
3. Restaurant and food service managers

Most workers enter the food service industry in either of these two categories: (1) "chefs, cooks and other kitchen workers," and (2) "food and beverage service workers." These classifications contain the vast majority of food service industry workers. Promotion through these ranks to a management position is common. This assignment describes the career opportunities for "chefs, cooks, and other kitchen workers," and "food and beverage service workers."

Chefs, Cooks, and Other Kitchen Workers

Chefs, cooks, and other kitchen workers perform the vital behind-the-scenes jobs, such as food preparation, washing dishes and cleaning, purchasing, stores control, and receiving goods. They comprise what is commonly called the "back" of a restaurant (fig. 1).

Fig. 1. People who work in the kitchen are said to make up the "back" of the restaurant.

Chefs, cooks, and other kitchen workers held nearly 2.8 million jobs in 1988. Short-order and fast-food cooks held 630,000 of the jobs; restaurant cooks, 572,000; institutional cooks, 403,000; bread and pastry bakers, 124,000; and other kitchen workers, 1,027,000. About three-fifths of all chefs, cooks, and other kitchen workers worked in restaurants and other retail eating and drinking places. One-fifth worked in institutions such as schools, universities, hospitals, and nursing homes. The rest were employed by hotels, government and factory cafeterias, grocery stores, private clubs, and many other organizations. More than 40 percent worked part-time.

Most kitchen workers start as fast-food or short-order cooks, or in one of the other less skilled kitchen positions that require little education or training. After acquiring some basic food handling, preparation, and cooking skills, they may be able to advance to assistant or head cook positions, but many years of training and experience are necessary to become executive chef or cook in a fine restaurant. Even though a high school diploma isn't required for beginning jobs, it will be necessary for those planning a career as cook or chef.

An increasing number of chefs and cooks are obtaining training through high school or post-high school vocational programs and 2- or 4-year colleges. Chefs and cooks may also be trained in apprenticeship programs offered by professional culinary institutes, industry associations, and trade unions. In addition, some large hotels and restaurants operate their own training programs. The Armed Forces are also a good source of training and experience.

Persons who have had courses in commercial food preparation may be able to start in a cook or chef job without having to spend time in a lower-skilled kitchen job, and may have an advantage when looking for jobs in better restaurants and hotels, where hiring standards are high.

Although curricula may vary, students usually spend most of their time learning to prepare food through actual practice, and the use and care of kitchen equipment. Other courses may include menu planning, portion sizing and food cost control, purchasing food supplies, selection and storage of food, use of leftover food to minimize waste, and supervisory and management skills.

Certification provides valuable formal recognition of the skills of a chef or cook. The American Culinary Federation certifies chefs and cooks at the levels of cook, chef, pastry chef, executive chef, and master chef. Certification standards are based primarily on experience and formal training.

The ability to work as part of a team, a keen sense of taste and smell, and personal cleanliness are important qualifications for chefs and cooks. Most states require health certificates indicating that workers are free from contagious disease.

Advancement opportunities for chefs and cooks are better than for most other food and beverage preparation and service occupations (fig. 2). Many acquire higher paying positions and new cooking skills by moving from one job to another. Others gradually advance to executive chef positions or supervisory or management positions, especially in hotels, clubs, or larger, more elegant restaurants. Some eventually go into business as caterers or restaurant owners. Others may become instructors in vocational programs in high schools, colleges, and other academic institutions.

Fig. 2. Chefs and cooks have a better chance than other employees of advancement to managerial positions.

Job openings for chefs, cooks, and other kitchen workers are expected to be plentiful through the year 2000. Growth in demand for these workers will create many job openings, but most openings will arise from the need to replace the relatively high proportion of workers who leave this very large occupation each year. There is substantial turnover in many of these jobs because their limited requirements for formal education and training allow easy entry, and the many part-time positions are attractive to persons seeking a short-term source of income rather than a career. Many who leave these jobs transfer to other occupations, while others stop working to assume household responsibilities or to attend school full-time.

Workers under the age of 25 have traditionally filled a significant proportion of the lesser-skilled jobs in this occupation. The pool of young workers is expected to shrink through the year 2000, however, forcing many employers to offer higher wages and other benefits to attract and retain workers.

Employment of chefs, cooks, and other kitchen workers is expected to increase faster than the average for all occupations through the year 2000. Since a significant proportion of food and beverage sales by eating and drinking establishments is associated with the overall level of economic activity—workers' lunches and entertainment of clients, for example—sales and employment will increase with the growth of the economy.

Other factors contributing to employment growth will be population growth, rising family and personal incomes, more leisure time, and the rise in the number of working women.

Employment in restaurants is expected to grow rapidly. As the average age of the population increases, demand will grow for restaurants that offer table service and more varied menus, which will require highly skilled cooks and chefs. The popularity of fresh-baked breads and pastries in fine dining establishments should ensure continued rapid growth in the employment of bakers. Employment of short-order and specialty fast-food cooks is expected to increase about as fast as the average for all occupations because most persons work in fast-food restaurants, which are expected to have slower growth than in the past.

Employment of institutional chefs and cooks will increase about as fast as the average because their employment is concentrated in the educational sector. Employment growth in elementary and secondary school and college cafeterias is expected to be limited by the anticipated modest growth of the student population. Growth in the number of elderly people is expected to result in a rapid increase in kitchen jobs associated with nursing homes, residential care facilities, and other health care institutions.

Wages of chefs, cooks, and other kitchen workers vary depending on the part of country and, especially, the type of establishment in which they work. Wages are generally highest in elegant restaurants and hotels. According to a survey conducted by the National Restaurant Association, median hourly earnings of chefs were $9.80 in 1988, and generally ranged between $9.00 and $10.00. Many executive chefs earned over $40,000 annually. Cooks had median hourly earnings of $5.70, with most earning between $5.00 and $6.75. Assistant cooks had median hourly earnings of $5.00, with most earning between $4.50 and $5.50.

According to the same survey, short-order cooks had median hourly earnings of $4.60; most earned between $4.50 and $5.50. Median hourly earnings of bread and pastry bakers were $5.75; most earned between $5.50 and $6.25. Salad preparation workers had median hourly earnings of $4.75; most earned between $4.25 and $5.00. Food preparation workers in fast-food restaurants had median hourly earnings of $3.90, with most earning between $3.50 and $4.75 an hour.

Some employers provide uniforms and free meals, but federal law permits employers to deduct from wages the cost, or fair value, of any meals or lodging provided, and some employers exercise this right. Chefs, cooks, and other kitchen workers who work full-time often receive paid vacation and sick leave and health insurance, but part-time workers generally don't receive such benefits.

In some large hotels and restaurants, kitchen workers belong to unions. The principal unions are the Hotel Employees and Restaurant Employees International Union and the Service Employees International Union.

Food and Beverage Service Workers

Whether they work in small, informal diners or large, elegant restaurants, all food and beverage service workers deal with customers, and for this reason these workers comprise what is often called the "front" of a restaurant (fig. 3). The quality of service they provide determines in part whether the patron is likely to return.

Occupations within the category of food and beverage service workers include waiters and waitresses, bartenders, hosts and hostesses, dining room attendants and bartender helpers, counter attendants, and fast-food workers.

Food and beverage service workers held nearly 1.8 million jobs in 1988. Waiters and waitresses held nearly 4.5 million jobs; counter attendants and fast-food workers, over 1.6 million; dining room and cafeteria attendants and bartender helpers, 448,000; bartenders, 414,000; and hosts and hostesses, 183,000.

Fig. 3. For people working with the public in the "front" of a restaurant, a pleasant disposition is a valuable asset.

Restaurants, coffee shops, bars, and other retail eating and drinking places employed four-fifths of all food and beverage service workers. Of the remainder, nearly half worked in hotels and other lodging places, and others in bowling alleys, casinos, and country clubs and other membership organizations. Jobs are located throughout the country but are most plentiful in large cities and tourist areas. Vacation resorts offer seasonal employment, and some workers alternate between summer and winter resorts instead of remaining in one area the entire year.

There are no specific educational requirements for food and beverage service jobs. Although many employers prefer to hire high school graduates for waiter/waitress, bartender, and host/hostess positions, completion of high school is generally not required for fast-food workers, counter attendants, dining room attendants, and bartender helpers.

For many persons, a job as a food and beverage service worker serves as a source of immediate income rather than a career. Many entrants to these jobs are in their late teens and early twenties, have a high school education or less, and little or no work experience. Many are full-time students or homemakers. Food and beverage service jobs are a major source of part-time employment for high school students.

Most employers place an emphasis on personal qualities. Food and beverage workers should be well spoken and have a neat and clean appearance because they are in close and constant contact with the public. They should enjoy dealing with all kinds of people. A pleasant disposition and sense of humor are also important. State laws often require that food and beverage service workers obtain health certificates showing that they are free of contagious diseases.

Waiters and waitresses need a good memory to avoid confusing customers' orders and to recall the faces, names, and preferences of frequent customers. They should be good at arithmetic. In restaurants specializing in foreign foods, knowledge of a foreign language is helpful. Experience waiting on tables is preferred by restaurants and hotels which have rigid table service standards. Jobs at these establishments often have higher earnings, but may also have higher educational requirements.

Generally, bartenders must be at least 21 years of age, and employers prefer to hire persons who are 25 and older. They should be familiar with state and local laws concerning the sale of alcoholic beverages. Many restaurants now require bartenders, waitresses, and other restaurant workers who serve alcohol to take alcohol awareness courses to lessen the chances of intoxicated patrons.

Most food and beverage service workers pick up their skills on the job by observing and working with more experienced workers. Some employers, especially fast-food restaurants, use self-instruction programs to teach new employees food preparation and service skills. Some vocational schools, restaurant associations, and large restaurant chains also provide classroom training in a generalized food service curriculum.

Some bartenders acquire their skills by attending a bartending school or taking vocational or technical school courses that include instruction on state and local laws and regulations, cocktail recipes, attire and conduct, and stocking a bar. Some schools help their graduates find jobs. Particular care should be exercised in choosing a bartending school; check its status and reputation carefully before committing.

Because of the fairly small size of most food-serving establishments, opportunities for promotion are limited. After gaining some experience, some dining room and cafeteria attendants and bartender helpers are able to advance to waiter/waitress or bartender jobs. For waiters, waitresses, and bartenders, advancement is usually limited to finding a job in a larger restaurant or bar where prospects for tip earning are better.

Some bartenders open their own businesses. Some hosts and hostesses and waiters and waitresses advance to supervisory jobs, such as maitre d'hotel, dining room supervisor, or manager. In larger restaurant chains, food and beverage service workers who excel at their work are often invited to enter the company's formal management training program.

Job openings for food and beverage service workers are expected to be plentiful through the year 2000. Most openings will arise from the need to replace the high proportion of workers who leave this very large occupation each year. There is substantial movement into and out of the occupation because the limited formal education and training requirements for these jobs allow easy entry, and the predominance of part-time jobs is attractive to persons seeking only a short-term source of income. Many of these workers simply move on to other occupations; others stop working to assume household responsibilities or to attend school.

As with chefs, cooks, and other kitchen workers, employment of food and beverage service occupations is expected to grow faster than the average for all occupations through the year 2000, for the same previously mentioned reasons.

Growth of the various types of food and beverage service jobs is expected to vary greatly. As the American population begins to age, diners are expected to increasingly patronize full-service restaurants, spurring growth in demand for waiters, waitresses, and dining room attendants.

Workers under the age of 25 have traditionally filled a significant proportion of food and beverage service jobs, especially in fast-food restaurants. The pool of young workers in the labor force is expected to shrink through the year 2000. To attract and retain workers, many employers will have to offer higher wages, better fringe benefits, more training, and increased opportunities for full-time employment. Increasing wage rates and average weekly hours should cause employment of counter attendants and fast-food workers to grow more slowly than other food and beverage service workers.

Because potential earnings are greatest in popular restaurants and fine dining establishments, keen competition is expected for the limited number of jobs in these restaurants.

Food and beverage service workers derive their earnings from a combination of hourly wages and customer tips. Wages and the amount of tips received vary greatly, according to the type of job and establishment. Fast-food workers and hosts/hostesses generally do not receive tips, so their wage rate may be higher than that of a waiter/waitress, who may earn more from tips than from wages. In some restaurants, waiters and waitresses contribute a portion of their tips to a tip pool, which is distributed among many of the establishment's other food and beverage service workers who normally don't receive tips.

In 1988, median hourly earnings (including tips) of full-time waiters and waitresses was $4.70; the top 10 percent earned at least $9.10. For most waiters and waitresses, higher earnings are primarily the result of receiving more in tips rather than higher hourly wages. Tips generally average between 10 and 20 percent of guests' checks, so waiters and waitresses working in busy, expensive restaurants earn the most.

Full-time bartenders had median hourly earnings (including tips) of $6.00 in 1988; the top 10 percent earned at least $11.70. Bartenders working in public bars may receive more than half of their earnings as tips. Service bartenders are often paid higher hourly wages to offset their lower tip earnings.

Median hourly earnings (including tips) of full-time dining room attendants and bartender helpers were $4.80 in 1988; the top 10 percent earned over $8.20. Most received over half their earnings as wages; the rest came from their shares of tip pools.

Full-time counter attendants and fast-food workers had median hourly incomes (including any tips) of $4.00 in 1988; the highest 10 percent earned over $6.10. While some counter attendants receive part of their earnings as tips, fast-food workers generally do not. In establishments covered by federal law, workers beginning at the minimum wage earn $4.25 an hour.

However, employers can pay workers under age 20 a lower training wage for up to 6 months. Federal law also permits employers to credit an employee's tip earnings toward the minimum hourly wage, up to an amount equaling 45 percent of the minimum, and some employers exercise this right. Employers are also allowed to deduct from wages the cost, or fair value, of any meals or lodging provided. However, many employers provide free meals and furnish uniforms. Food and beverage service workers who work full-time often receive paid vacation and sick leave and health insurance, but part-time workers generally do not.

In some large restaurants and hotels, food and beverage service workers belong to unions. The principal unions are the Hotel Employees and Restaurant Employees International Union and the Service Employees International Union.

Questions

1. Name the three occupational classifications in the food service industry.
2. Entry-level jobs are most commonly found in which occupational classifications?
3. Name the three most common entry-level jobs for each of the groups in the food service industry, by numbers employed.
4. What is the highest paying job within the occupational classification of "chefs, cooks, and other kitchen workers"? What were their annual earnings?
5. What is path of advancement from dining room attendants and bartender helpers?
6. Describe the possible means of advancement into management ranks from the classification of "chefs, cooks, and other kitchen workers."

Activities

1. Make a written report on management opportunities available at a specific restaurant. Include a chart showing the job progression ladder into management.

2. Write a letter to the home office of any two major restaurant chains. Ask for information about management and career opportunities with the companies. Write a report contrasting opportunities available in these two companies with those available in your restaurant.

3

Classifications of Customers, Restaurants, and Ownership

Objectives: After completing this assignment, you should be able to—

1. *list the different classifications of restaurant customers;*
2. *describe the basic classifications of food service establishments;*
3. *describe the advantages and disadvantages of owning a restaurant; and*
4. *name the three types of business ownership.*

Despite the thousands of restaurants that fail each year, there is continuing opportunity for the establishment of new eating places throughout the country, reflecting the changing tastes and makeup of the American people on local, state, regional, and national levels. Many types of food service operations attempt to satisfy the differing tastes of the public they serve, but they all share a common goal: to serve tasty and well-prepared food in pleasant, comfortable surroundings.

This assignment introduces you to the various types of customers and food service operations, and the forms of ownership a food service operation might have.

Types of Customers

People eat outside the home for many reasons and under diverse circumstances. Young adults between the ages of 18 and 24 eat out most often—68 percent of them are restaurant patrons on a typical day. The likelihood of patronizing food service decreases with age; 34 percent of adults over 65 are restaurant patrons on a typical day.

Those who eat in restaurants may generally be grouped as follows:

Business workers
Travelers
Shoppers
Students
Social groups
Professional people
Families
Unmarried persons
Industrial workers
Occasional restaurant diners

Because each class of customers expects different things from food service and because individual tastes and income vary, many types of restaurants have developed. Businesses and government agencies employing large numbers of workers often provide cafeterias, meeting the need to serve many people quickly and economically. Cafeterias also serve hospitals and student dormitories.

Cafeterias, buffets, and lunch counters meet the needs of shoppers and business workers who are in a hurry. Full-service restaurants are popular with those who can dine leisurely at mealtime. Department stores have developed cafeterias, luncheonettes, and tearooms that appeal to shoppers. Many large supermarkets now have some type of deli/cafeteria service where shoppers can sit and eat.

Many shopping malls have cafeterias and centralized "food courts," where a cluster of limited menu specialty fast-food vendors sell food over the counter to shoppers, who eat in an adjoining common dining area. Other malls have their limited menu specialty fast-food vendors scattered out across the mall, each with its own private dining area. Still other malls have clusters of food vendors, grouped together in strategic locations. Mall food service styles are in a continuous flux, and food fads play an important role in mall marketing. A concept that was "in" at the inception of a five-year lease could be out at maturity. Each new food fad is considered for its contribution to the changing image of the mall and to the average shopper profile.

Food service units are usually classified by type of service rendered, although this is sometimes hard to do. Diversification of services has been a marked trend in the food service industry for several decades. Thus cocktail lounges are sometimes found in cafeterias, buffets and salad bars are found in family service restaurants, cafeterias, coffee shops and fast food outlets, and some luxury restaurants will sell food to go.

Restaurant Classifications

Luxury Service Restaurants

Most luxury service restaurants are independently owned, with a specialized, if not elaborate, decor and a great deal of personal service to each customer. The food is carefully prepared, often to the individual customer's order and taste. These restaurants cater to customers who want individual attention and service, and who are willing to pay for atmosphere, special service, and good food (fig. 1). Luxury restaurants have the following characteristics:

- Seating is by hostess or maitre d'hôtel;
- Table service is conducted by waiter or waitress, assisted by busboys.
- A professional chef is in charge of the kitchen, placing emphasis on artistic dishes and culinary skills.
- The dining room is well appointed with table linens and tasteful decor designed to create a particular atmosphere.
- Table service pieces of silver, china, and glassware are coordinated.
- Banquet facilities are available.
- There is a full-course menu with a wide selection of entrees.

Fig. 1. At the top of the restaurant world are the luxury service restaurants which make dining out a memorable event.

Family Service Restaurants

Family service restaurants are similar to luxury service restaurants, but they are less formal and less expensive. The family service restaurant is devoted to good food, excellent service, and a relaxed, pleasant atmosphere.

Coffee Shops

Coffee shops cater to the customer who is more interested in food value than in service, decor, and space provided. At one time, coffee shops were a common offshoot of the restaurant service in large hotels. Today, coffee shops also do good business in downtown and suburban business and shopping areas. Coffee shops have the following characteristics:

- Table service is by a waitress, but there are no busboys.
- A combination of counter and table/booth seating is provided.
- A limited menu is offered, specializing in short-order service.
- Many of the prepared dishes use convenience foods, such as frozen vegetables or gravy mixes.
- A cook—not a chef—prepares the food.
- Table service is designed for rapid turnover and quick cleanup.
- Paper placemats and napkins are used rather than linens.

Cafeterias

Cafeterias are self-service dining establishments which provide good, moderately priced food. Several types of self-service are available; the most common is traditional self-service, where the customer pushes tray along serving line, chooses items, pays at the end of the line, or receives sales ticket and pays central cashier at end of meal. The decor may be simple or more elaborate. Cafeterias are characterized by the following:

- Customers serve themselves from wide selections in each course.
- All items are prepared ahead of time in a central kitchen.
- Food items are served by handlers or servers behind the serving tables.
- The dining room is functional, designed for rapid cleanup and customer turnover.
- There is a full menu with selections of entrees, salads, vegetables, desserts, and drinks.

Salad bars and buffet lines are examples of other types of self-service found in cafeterias and other types of food service establishments.

Snack Bar and Carryout Operations

Snack bar and carryout operations provide rapid service to customers who are in a hurry (fig. 2). They are located in many airports, larger bus and train stations, supermarkets and convenience stores, and shopping malls. On a typical day, 21 percent of adults purchase food for off-premise consumption. Off-premise restaurant traffic, which includes snack bar and carryout food, as well as food-to-go sales from other types of food service operations, grew 12 percent between 1986 and 1989, while on-premise traffic remained stable. They can be analyzed by the following characteristics:

- They occupy small amounts of space.
- Most of the area is used for food preparation; the rest is counter or lineup space.
- Seating is limited or nonexistent.
- Most food is eaten away from the premises.
- They are located in heavy customer-traffic areas, since volume business is necessary.
- Menus are specialized for rapid preparation of foods and for fast service, and convenience or preprepared food is often used.
- A limited number of employees are hired.
- Disposable serving utensils and containers are used.

Fig. 2. Because people are often in a rush, snack bars and carryout operations serve many customers each day.

Drive-ins

In most instances, the drive-in customer stays in the car, but some drive-ins also have inside and/or patio eating facilities.

Drive-ins usually have parking spaces for between 20 and 50 automobiles. A waiter or waitress (carhop) comes to the car to take and/or deliver the order, although some drive-ins use a two-way speaker system to speed up ordering. Drive-in menus are limited and emphasize fountain items and short orders. Many convenience items are used to ensure rapid preparation and service. Disposable serving utensils and containers are used.

Catering

Catering is another category of food service operation. There are three types of catering: private catering, industrial catering, and mobile catering.

Private caterers prepare the food in advance and take it to a special event such as a wedding, picnic, or private party. Usually, a fixed price is based on a guaranteed number of servings. A private caterer usually provides all the equipment, decorations, and persons needed to serve the entire meal, whether it is a simple buffet or a sitdown meal.

Industrial catering is provided when a catering company has a meal contract with an organization, school, or company, based on the number of people employed by or enrolled in that organization or institution. Food is prepared by the catering company and delivered to the company, organization, or institution at mealtime to be served cafeteria style.

Mobile catering companies have specially equipped trucks that carry prepared and packaged food from a central location to a serving site. Food is sold directly from the truck. This type of operation is found around businesses, construction sites, schools, and at special events.

Automatic Vending Operations

America's love for fast, convenient food is evident in the popularity of automatic vending operations. These machines dispense candy, gum, ice cream and other frozen desserts, cookies and crackers, coffee, tea, hot chocolate, milk, soft drinks, sandwiches, tacos, chips, soups, entrees, desserts. A microwave is often available to heat foods purchased from these machines. Vending machines can be found in the lunchrooms of businesses, in hospitals, schools, office buildings, recreational facilities, and almost everywhere else people congregate.

Fast-Food Operations

Fast-food is an essential part of American life, partly because of the fast pace of the average American. Generally, fast-food service denotes rapidly prepared convenience foods that lend themselves to mass service and a high volume of trade. Fast-food establishments cater to people who need fast service, quickly prepared appetizing food, and reasonably low prices. Fast-food operations include cafeterias, drive-ins, snack bars and carryout operations, drive-ins, some kinds of catering, and vending machines.

In most fast-food operations, a limited menu of special types of food is served. Different specialties include hamburgers, seafood, chicken, Mexican food, oriental, Greek, ice cream and frozen yogurt, baked potatoes and others. (There has been a recent tendency towards wider variety menus in most fast-food chains, like Wendy's pasta and salad bar and McDonald's garden salads.)

Fast-food operations provide a dining room for customers and carryout service. There is usually a drive-in window for carryout orders and fast service. Throwaway serving utensils and containers are used, though this may change as customers influence companies to be more environmentally conscious.

Many fast-food operations are franchised businesses, meaning that they are owned by individuals or partnerships or corporations, but are operated under the name of large parent companies.

There are many advantages to owning a franchised business. One is the ability to use a business trademark that customers across the nation or region readily recognize. Also, parent companies help with site location and financing, and provide media advertising, employee training, and a special decor and design. These companies also serve standard products and provide recipes to the franchised businesses.

Sometimes, a large restaurant chain is a mix of company-owned and franchised stores, but there is no visible difference to the customer. The number of franchise restaurants worldwide topped 100,000 in 1990, with all but 7,000 of them located in the United States, according to the National Restaurant Association. Sales at franchise restaurants reached $64.3 billion in 1988, accounting for 46 percent of eating place sales.

Owning a Restaurant

The restaurant business is relatively easy to enter—perhaps too easy, since it requires more than a desire, a few good recipes, and money for the venture to succeed. People who fail or burn out have learned this lesson the hard and expensive way. Despite a relatively high mortality rate, the food service business can be satisfactory and profitable for someone who has the necessary knowledge and applies it intelligently.

Food service differs from most other businesses in that it combines aspects of manufacturing, retailing, and the service trades. Preparation of food is a processing job requiring knowledge and skill. Then, like any small retailer, the restaurant owner has to sell the finished food product to the customer. Since merchandise sold in a restaurant is often consumed on premises, the restaurant operator faces the same challenges as the service trades.

Advantages

Ownership has certain advantages. One is the independence that comes from being your own boss. You make the decisions and develop the ideas. If these ideas are good, you reap the rewards. The results of hard work and/or unusual ability accrue to your advantage. You can pass the business on to your heirs.

It's easy, however, to get an exaggerated idea of the profits earned by the average business. Eating and drinking places are mostly small businesses, as National Restaurant Association studies show. Nearly three out of four (72 percent) had annual sales of less than $500,000 in 1987. Nearly three out of four are single-unit operations. In small enterprises, the owner receives little more than a fair salary for his or her work. In some instances, the family does all the work, thus receiving the amount otherwise paid out as wages. On the other hand, owners of successful restaurants earn quite good incomes.

Disadvantages

Operating a restaurant has its disadvantages. The work is hard and the hours are long, particularly in a newly established small restaurant. For an establishment that serves breakfast, lunch, and dinner, this means a workday that begins before dawn and ends at midnight or later. The task of food preparation requires constant supervision, and in a small eating place, the owner often does the cooking and purchasing. He or she also must see that the kitchen, dining area and restrooms are kept spotlessly clean. The prospective owner must be a self-starter, a planner, and a stickler for detail. Unless a person has the capacity and willingness to assume responsibility, she or he shouldn't consider entering the restaurant business.

Causes of Failure

There are two main reasons why restaurant owners are forced to close: (1) general business conditions over which the owner has no control and (2) improper management.

General business conditions are affected by such things as stagnating local industries, natural disasters, or the building of new highways that may divert traffic and thus reduce business below the margin of profitability. Failures brought about through floods, fires, or tornados can be lessened by carrying sufficient insurance.

The majority of failures are caused by improper management. Not everyone who desires to own a business is competent enough to succeed at it. Lack of training, unwillingness to devote the necessary long hours, undue optimism, and failure to keep adequate financial records are some of the many reasons why restaurants are unable to operate at a profit.

Also, many owners are poor financial managers. They pay more than is necessary for food supplies, or employ inefficient or unnecessary workers. Many owners put more of their capital into equipment and buildings than they can properly use, leaving themselves with insufficient working capital, a major killer of new restaurants and other new businesses.

Forms of Business Ownership

Of the many decisions a restaurant owner must make in opening an establishment, perhaps the most important decision concerns the form of ownership for the business. One out of three eating and drinking places is a sole proprietorship.

Major Forms

There are three major forms of ownership—individual (sole) proprietorship, partnership, and corporation, each with its own set of pros and cons. The prospective owner should analyze her or his plans from many angles to determine which of the three major forms of ownership best meets her or his needs. Several factors should be considered: type of restaurant, number of people who will be owners, size of operation, amount of capital needed, need for outside financing, tax considerations, and expense of organization.

Franchising

Franchising combines some features of each of the three major types of ownership. In a franchise arrangement, an individual, partnership, or corporation buys the right to use an established food service name and format on its own establishment. By doing so, the person agrees to build and maintain the business according to franchiser regulations. The business itself, however, is his/her own, and he/she receives the profits and absorbs the losses.

The advantages of franchising are many, especially for the fast-food service operator, and have been previously described. There are disadvantages to franchising. There is less opportunity for individual initiative and creativity, since service, menu, building, advertising, and financing must be by the rule book. Franchise buyers take a greater risk before the huge capital investment required by major franchisers begins to return dividends.

Questions

1. List the various types of food service operations described in this assignment.
2. Name the chief characteristics of a luxury service restaurant.
3. What are the differences between the luxury service restaurant and the family service restaurant?
4. Name the chief characteristics of a coffee shop.
5. Give the chief characteristics of a cafeteria.
6. Name the chief characteristics of snack bars and carryout operations.

7. Name the chief characteristics of a drive-in.
8. List and describe the three types of catering operations.
9. Why are automatic vending machines popular?
10. What is a franchised business?
11. Name the chief characteristics of a fast-food operation.
12. What are the main causes of restaurant failures?
13. What are the common forms of restaurant ownership?
14. What are the factors to be considered in choosing a form of ownership?

Activities

1. Think of the food service operations in your community. Place at least one food service operation from your community in each category of food service operations described in this assignment, and explain why each would be considered appropriate for the category in which you placed it.

2. Visit different types of food service operations in your community. Ask permission from the manager of each operation to do a study. Compare the average sales check per person with the services and types of food offered.

4

Manager Responsibilities and Restaurant Organization

Objectives: After completing this assignment, you should be able to—

1. *describe the duties and responsibilities of a restaurant and food service manager;*
2. *describe the educational programs offered for those who wish to pursue a career in food service management;*
3. *list the personal qualities a successful manager must have; and*
4. *describe the organization of a restaurant or food service operation and the job classifications within each department.*

Eating and drinking places range from restaurants that serve fast food to those that emphasize fine dining, and from school cafeterias to hospital food services. The food offered, its price, and the setting in which it is consumed vary greatly, but the managers of these diverse establishments have many common responsibilities.

Efficient and profitable operation of restaurants and institutional food service facilities requires that managers select and appropriately price appealing menu items, efficiently use food and other supplies, achieve consistent quality in food preparation and service, recruit and train sufficient numbers of workers, and scrupulously attend to the various administrative aspects of the business.

In most restaurants and institutional food service facilities, the manager is assisted by one or more assistant managers, depending on the size and business hours of the establishment.

In large and/or fine dining establishments, the management team consists of a general manager, one or more assistant managers, and an executive chef. The executive chef is responsible for the kitchen's operation, while the assistant managers oversee service in the dining room(s) and other areas of the operation.

In some smaller restaurants, the executive chef may also be the general manager, and sometimes an owner.

In fast-food facilities that operate long hours seven days a week, the manager is aided by several assistant managers, each of whom supervises a shift of workers.

Many restaurants change their menu only rarely; others change it often. Institutional food service facilities and some restaurants offer a new menu daily. Managers or executive chefs select menu items, taking into account the likely number of customers and the past popularity of various dishes. They also consider such factors as food left over from prior meals that should not be wasted, the need for variety on the menu, and the availability of food due to seasonal and other factors. Managers analyze the recipes of the dishes to determine food, labor, and other overhead costs, and assign prices to the menu items. Menus must be developed far enough in advance to receive needed supplies on time.

Ordering supplies and dealing with suppliers are important aspects of a restaurant or food service manager's work. On a daily basis, managers estimate food consumption, place orders with suppliers, and schedule the delivery of fresh food and beverages. They receive and check the content of deliveries, evaluating the quality of meats, poultry, fish, fruits, vegetables, and baked goods. Managers meet or talk with sales representatives of restaurant suppli-

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Parts of this assignment have been adapted from the *Occupational Outlook Handbook, 1990-91 Edition*, published by the U.S. Department of Labor.

Fig. 1. Managers work with a variety of people—customers, suppliers, employees, persons selling advertising, and others.

ers to place orders to replenish stocks of tableware, linens, paper, cleaning supplies, cooking utensils, and furniture and fixtures. They also arrange for equipment repairs (fig. 1).

Managers interview, hire, and, when necessary, discharge employees. They familiarize newly hired workers with establishment policies and practices and oversee their training. Managers schedule the work hours of employees, ensuring that there are adequate numbers of workers present during busy periods, but not too many during slow periods.

Restaurant and food service managers supervise the preparation of food in the kitchen and the serving of meals in the dining room. They oversee food preparation and cooking, checking the quality of the food and the sizes of portions to ensure that dishes are prepared and garnished correctly and in a timely manner. They also investigate and resolve customer complaints about food quality and service.

During busy periods, managers may help with the cooking, seating, and clearing of tables and other tasks. They direct the cleaning of the kitchen and dining areas and the washing of tableware, kitchen utensils, and equipment to maintain company and government sanitation standards. They monitor workers and observe patrons on a continual basis to ensure compliance with health and safety standards and local liquor regulations.

Managers face a variety of administrative responsibilities. In larger establishments, much of this work is relegated to a bookkeeper, but in others, managers must keep accurate records of the hours and wages of employees, prepare the payroll, and do paperwork to comply with licensing laws and reporting requirements of tax, wage, and hour; unemployment compensation; and Social Security laws.

Managers must also maintain records of the costs of supplies and equipment purchased and ensure that accounts with suppliers are paid on a regular basis. In addition, managers record the number, type, and cost of items sold to weed out dishes that are unpopular or less profitable. Many managers are able to ease the burden of recordkeeping and paperwork through the use of computers.

Managers are among the first to arrive and the last to leave at night. At the conclusion of each day, or sometimes each shift, managers must tally the cash received and charge receipts and balance them against the record of sales. They are responsible for depositing the day's income at the bank, or securing it in a safe place. Managers are also responsible for locking up and checking that ovens, grills, and lights are off and alarm systems switched on.

Since evenings and weekends are popular dining periods, night and weekend work is common for restaurant managers. However, many managers of institutional food service facilities work more conventional hours because factory and office cafeterias are often only open on weekdays for breakfast and lunch. Many restaurant and food service managers work 50 hours or more a week.

Managers often experience the pressure of simultaneously coordinating a wide range of activities. When problems occur, it is the responsibility of the manager to resolve them with minimal disruption to customers. The job can be hectic during peak hours, and dealing with irate customers or uncooperative employees can be particularly stressful.

Training, Other Qualifications, and Advancement

Many restaurant and food service assistant manager and manager trainee positions are filled by promoting experienced food and beverage preparation and service workers, such as waiters, waitresses, bartenders, and chefs who have demonstrated their ability to handle increased responsibility. Executive chefs need extensive experience working as a chef, and general managers need experience working as an assistant. Most food service management companies and national and regional restaurant chains also recruit management trainees from among the graduates of 2-year and 4-year college programs. Food service and restaurant chains prefer to hire persons with degrees in restaurant and institutional food service management, but will hire graduates with degrees in other fields who have demonstrated interest and aptitude.

A bachelor's degree in restaurant and food service management is the best preparation for a career in this occupation. In 1988, more than 130 colleges and universities offered 4-year programs in restaurant and hotel management or institutional food service management. A good alternative background is provided by more than 370 community and junior colleges, technical institutes, and other institutions that offer programs in these fields leading to an associate degree or other formal award below the baccalaureate. Both 2-year and 4-year programs provide instruction in subjects such as accounting, business law and management, food planning and preparation, and nutrition. Some programs combine classroom and laboratory experience with internships that provide on-the-job experience.

Most restaurants emphasize personal qualities. Restaurant and food service management can be a demanding job, so good health and stamina are important. Self-discipline, initiative, and leadership abilities are essential. Managers must be able to solve problems and concentrate on details. They need good communications skills to deal with customers and suppliers, as well as to motivate and direct their subordinates. A neat and clean appearance is also required since managers are often in close contact with the public.

Most restaurant chains and food management companies have their own rigorous training programs for persons hired for management jobs. Through a combination of classroom and on-the-job training, trainees receive instruction and gain work experience in all aspects of an establishment's operation—food preparation, sanitation, security, company policies and procedures, personnel management, recordkeeping, and preparation of reports. After 6 months or a year, trainees usually receive their first permanent assignment as an assistant manager.

Willingness to relocate is often essential for advancement to positions with greater responsibility. Managers advance to larger establishments, or to regional management positions with restaurant chains. Some managers eventually go into business for themselves. Others transfer to hotel management positions, since food service management experience is a good background for food and beverage manager jobs at hotels and resorts.

Restaurant Organization

Jobs in the restaurant and food service industry can be broken into two categories, and most restaurants are organized accordingly. One category includes jobs in the front of the house; the other is jobs in the back of the house. Although dependent on each other, workers in these categories perform highly different functions. The different jobs require different abilities from the employees. It's important for a prospective manager to know and understand the duties and responsibilities of each position in the operation; only a well-rounded employee has the proper background and experience to go into management.

The Front of the House

The front of the house is the service department that brings the finished food and drink to the customers. Employees in the front-of-the-house usually wear some type of uniform which makes them more visible to the customers. Common front of the house jobs include manager, assistant manager, host or hostess, waiter or waitress, cashier, bartender, bar back, busboy or busgirl, counter attendant, and fast-food worker. Sales manager, merchandising supervisor, and personnel director are positions found in large food service operations only. The duties of manager and assistant manager have already been discussed. The following list explains the most common front-of-the-house jobs:

1. *Hosts and hostesses* try to evoke a good impression of the restaurant by warmly welcoming guests. They courteously direct patrons to where they may leave coats and other personal items and indicate where they wait until their table is ready. They assign guests to tables suitable to the size of the group, escort them to their seats, and provide menus. They also check the dining room for cleanliness and order.
2. *Waiters and waitresses* take customers' orders, serve food and beverages, prepare itemized checks, and sometimes accept payment, but the manner in which they perform these tasks varies considerably, depending on where they work. In coffee shops, they must provide fast and efficient, yet courteous service. In fine restaurants, where gourmet meals are accompanied by attentive formal service, waitpeople serve the meal at a more leisurely pace and offer more personal service to patrons, including recommending and serving wines and preparing special dishes at tableside. Depending on the type of restaurant, waitpeople may also perform duties associated with other front-of-the-house jobs, such as escorting patrons to their tables, setting and cleaning up tables, and cashiering, but this is generally not the case in larger or formal restaurants (see fig. 2).
3. The *cashier* receives and records food checks and payments from customers or waitpeople on an electronic or computerized cash register, and sells candy and other small items. The cashier must balance sales with receipts at the end of each shift worked.
4. *Bartenders* fill drink orders taken by waitpeople from patrons seated in the dining room or lounge, as well as orders from customers seated at the bar. Most bartenders must know dozens of drink recipes and be able to mix drinks accurately, quickly, and without waste, even during busy periods. Some establishments use automatic equipment, or "bar guns," to mix drinks at the push of a button. But bartenders must still

Fig. 2. *Waitpersons today may have a variety of responsibilities, including setting up and clearing tables, escorting patrons to tables, taking orders, even cashiering in some restaurants.*

be able to mix a drink to a customer's special taste, or mix drinks by hand when the system is down. A bartender must also be capable of the friendly socializing many bar customers prefer. Bartenders also collect payment, operate the cash register, clean up after customers, and may also serve food items to bar patrons. Bartenders who work at service bars have little contact with customers. They work at small bars in hotels, restaurants, and clubs where drinks are only served to customers at tables. Most bartenders work in establishments where they also directly serve patrons. Bartenders are usually responsible for ordering and maintaining an inventory of liquor, mixes, and other bar supplies. They also arrange the bottles and glassware into attractive displays and often wash the bar's glass.

5. *Bar backs* assist bartenders by keeping the serving area stocked with glasses, liquor, ice, drink garnishes, and other supplies, washing glasses, and cleaning bar equipment.
6. *Busboys and busgirls* assist waitpeople by keeping the serving area stocked with supplies, cleaning tables, and removing dirty dishes to the kitchen. They replenish the supply of clean linen, dishes, silverware, and glasses in the restaurant dining room. In luxury restaurants and hotels, dining room attendants may set tables with clean tablecloths, napkins, silverware, glasses, and dishes; serve ice water, rolls, and butter to patrons; then remove dirty dishes and linens from the table to the kitchen at meal's end. Cafeteria attendants stock serving tables with food, trays, dishes, and silverware and may carry trays to tables for patrons.
7. *Counter attendants* take orders and serve food at counters in fast-food establishments. In cafeterias, they serve food displayed on counters and steamtables as requested by customers, carve meat, dish out vegetables, ladle sauces and soups, and fill cups and glasses. In lunchrooms and coffee shops, they take orders from customers seated at the counter and transmit them to the kitchen, then serve the food when it is ready. They also fill cups and glasses with beverages and prepare fountain specialties like milkshakes. They often prepare short-order items like salads and sandwiches and package up to-go food orders. They also clean counters, write up itemized checks, and accept payment.
8. *Fast-food workers* take orders from customers standing at counters, serve the ordered items to the customer, and accept payment. Many also cook and package french fries, make coffee, and fill drink cups from a drink-dispensing machine.

The Back of the House

The back of the house is the production department of a food service operation. Back-of-the-house employees are not usually seen by customers. They wear clean work clothes or uniforms. The most common jobs in the back of the house include food service director, kitchen manager, chefs, cooks, fry cooks, garde-manager, kitchen workers/assistant cooks, and dishwashers. Steward, butcher, receiving clerk, storekeeper, and service agent are additional positions found in large operations—their duties are handled by managers in other operations. The following list briefly describes the most common jobs:

1. *Food service directors* supervise all back-of-the-house employees in one or more kitchens. They are also responsible for service in the dining area. This position is usually found in a large institution such as a university or hospital. They report directly to the institution's business manager.
2. *Kitchen managers* are general supervisors over all kitchen personnel. They supervise the buying, storing, and preparation of food, make up menus, and find uses for leftovers. They are responsible to the restaurant manager.
3. *Chefs* are in charge of the kitchen and supervise the cooks, generally in large and some luxury service restaurants. In other restaurants, the chef's place is filled by the kitchen manager.
4. *Cooks* prepare the food and supervise the kitchen crew. They are responsible to the chef, if the business is large enough to employ one.
5. *Fry cooks* cook meats, fish, eggs, and vegetables in a pan of deep or shallow fat.
6. *Garde-managers* prepare all the cold dishes and appetizers and salad dressings.
7. *Kitchen workers and assistant cooks* perform simple food preparation tasks like slicing

meat and washing vegetables and fruit. They also scrub and clean worktables, refrigerators, and other kitchen equipment and assist the cooks in other ways.

8. *Dishwashers* receive, sort, scrape, wash, and sanitize dishes and glasses, and store the clean dishes and glasses for their next use. In some establishments, the jobs of busboy and dishwasher are combined.

Questions

1. What are the common responsibilities shared by all restaurant and food service managers?
2. From where do most food service management companies and large restaurant chains prefer to recruit manager trainees?
3. What is the best preparation for a career in restaurant and food service management?
4. What personal qualities must a successful manager have?
5. Regardless of educational background, why do food service operations offer management training programs?
6. What is the difference between the front of the house and the back of the house in a food service operation?
7. Name the most common front-of-the-house jobs.
8. Name the most common back-of-the-house jobs.

Activities

1. Interview at least two restaurant or food service managers who work at places you would like work. Record such information as duties and responsibilities, training required, years of experience, educational background, chances for advancement, salaries, and fringe benefits. Also record the positive and negative aspects of the position.

2. List some of your personal characteristics that would make you a good food service manager. If there are any personal characteristics that you need to improve, list them and show ways you can improve those areas.

5

Furnishings and Equipment

Objectives: After completing this assignment, you should be able to—

1. *explain what basic equipment and furnishings are needed in a restaurant and*
2. *tell why each type of equipment or furnishing is needed.*

Because every restaurant is different, this assignment states general principles for guidance in buying equipment and furnishings. These general guidelines must be modified to fit specific situations. This assignment will explain how to select the items best suited for the particular needs of a restaurant.

Basic Requirements

Ventilation

Adequate ventilation is a must in any place where food is prepared and served, both from the standpoint of removing objectionable cooking odors and of providing comfort for guests. While natural ventilation is cheapest, it must be aided in the kitchen by use of a forced ventilating system over cooking units. The fan should be located on top of the building to help reduce heat buildup.

Air conditioning has become standard practice in all types of restaurants where comfort requires cooling in the summer and heating in winter. In many cases, especially in the southern United States, it is necessary to air-condition the kitchen as well.

Acoustical Treatment

It is general practice to install in dining rooms (and often in kitchens and dishwashing areas) materials that decrease noise. Acoustical ceiling tile, carpet, and sound-deadening wall covers are examples.

Lighting

Good lighting is an essential for guest comfort as well as for efficient performance by employees. Food shows to advantage in a well-lighted room and looks dark and unnatural when lighting is poor. Good lighting reduces fatigue and accidents among employees.

Good lighting is most important in the kitchen and other areas where food is prepared, for it can increase efficiency in cleaning and preparing food. Fluorescent lighting for work areas is especially effective. Storerooms must be well lighted if they are to be kept clean and well arranged. The minor additional cost of electricity will do much toward improving the efficiency of operation, safety of employees, and satisfaction of customers.

Floors and Walls

In addition to general features, thought must be given to the dining room from the standpoint of appearance. The first essential of good appearance is cleanliness (fig. 1). No matter how beautiful the furnishings and decorations may be, if the room isn't spotlessly clean, the effect is undesirable. It's important to select furnishings that can be easily cleaned and maintained.

Floors should be pleasing to the eye and so treated that they may be kept clean at a low cost. Floors for dining rooms may be of a variety of

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This assignment has been adapted from *Establishing and Operating a Restaurant*, published by the U.S. Department of Commerce.

Fig. 1. No matter what material is used, the good appearance of floors begins with cleanliness.

materials; the selection is usually influenced by geographic location and by decorative treatment of the room. Tile floors are used in many restaurants across the country. Terrazzo (chipped marble in cement) is also pleasing in appearance, is easily cared for, and may be used wherever tile could be used.

In service dining rooms and many cafeteria dining rooms, a resilient flooring is often preferred because it adds to comfort and decreases noise. Linoleum is present in older establishments. Vinyl flooring and other types of plastic tile are satisfactory.

Carpets found in large restaurants aren't feasible for small operations because cleaning and maintenance cost too much. Wood floors are popular, but must be treated with a sealer and be waxed on a regular basis. An untreated wood floor is porous, stains easily, and is difficult to keep clean.

Traditional quarry tile makes excellent kitchen flooring because it doesn't absorb grease and moisture. Magnesite floors are less durable than quarry tile, but more comfortable and less noisy. Other types of ceramic tile have been developed with excellent strength and slip-resistance.

Cement is porous and soon becomes stained and unsanitary, unless sealed and coated; cement floors may be used successfully in the nonpreparation and serving areas of a kitchen.

A number of floor treatment and texturing processes to reduce slippage are commercially available. Floor drains should be located in the preparation areas of the kitchen, in storage refrigerators, and in trash and garbage storage areas.

Painted walls are a popular, relatively cheap wall treatment. If inexpensive paint is used, it can be repainted when necessary at a cost little more than that of washing. Paint comes in many pleasing colors, and color is one of the most effective devices in setting an attractive atmosphere. Wallpaper, tile, and paneling (wooden, composition, particle board, fiberglass, plastic, etc.) are in wide use. Some of these materials have sound-deadening characteristics as well as pleasing decorative effects. In the kitchen, stainless steel and plastic paneling are desirable.

Window Treatment

Window treatment is determined by the decorative treatment of the room. Venetian blinds are durable, easy to clean, and compatible with many types of decor. Plain, tinted glass or Plexiglas is sometimes best to use, if you wish to showcase the restaurant interior to those passing by. Drapes should be made of washable, permanent-press material.

Dining Room and Counter Equipment

Dining Room

Dining room equipment consists principally of booths, tables, and chairs for cafeteria, service, and fast-food dining rooms.

Lunch counters and diners often use stools, counters, and booths. In many instances, the booths are custom-built to fit available spaces. Booths' seats and backs are generally upholstered in easily cleanable plastic or synthetic fabrics.

Tables that seat two or four are most common, since they can be grouped to form larger units. Since many guests come in pairs or alone, some tables should seat only two. In small rooms, it's best to use square or rectangular tables. If the size of the room permits, a few round tables can be used.

Tables with pedestals are generally preferred since they allow the most leg room.

All tables should stand squarely and be equipped with silence domes (devices attached to the bottoms of table and chair legs to reduce noise and avoid scarring the floor). Tabletops should be finished so that they may be used either with or without placemats and linen. Wooden tabletop surfaces should be kept slightly waxed. In more common use are tabletops of synthetic resins that are easy to clean, are acid- and burn-resistant, and have a variety of design patterns.

Restaurant chairs should be sturdy and comfortable but light enough to be lifted easily. They are often made of wood or metal, with either solid or upholstered seats and backs. Plastic chairs are also increasingly in use. There should be some curve to the backs of chairs to make them comfortable.

Side tables for waitpersons aren't necessary if the kitchen is easily accessible to all sections of the dining room and if the waitpeople use small trays that can be held while serving.

A convenient arrangement for storage of china, silver, linen, and glass is a cabinet that opens into both the dishwashing area or kitchen and the dining room.

In some instances a refrigerator with a two-way opening for butter, dairy products, juices, salads and dressings, and cold desserts is used. Coffee-making equipment is often placed in the dining area.

Counter

In a lunch counter, stools with or without backs are used. If a counter is in a particularly busy area, some stools may be omitted to provide stand-up service. Counter fronts should fit into the decorative treatment of the room.

Table-height counters have shelves under the counter, but at higher counters some space for making sandwiches or for small rinse sinks may be provided. Shelves should never be closer to the floor than 18 inches or deeper than 18 inches if they are to be kept clean.

In general, counter equipment should be carefully planned to conform to the menu, kitchen equipment, storage of dishes and silver, paper supplies used at the counter, and the food to be prepared or kept there.

Questions

1. Why is forced ventilation necessary?
2. Discuss the advantages of good lighting.
3. What is the best type of kitchen flooring?
4. What are silence domes?

Activity

Select a luxury restaurant, coffee shop, cafeteria, and fast-food restaurant in your town or neighborhood. Using this assignment as a guide, write a report describing how each operation meets the guidelines to suit its particular needs.

6

Production and Storage Equipment

Objectives: After completing this assignment, you should be able to—

1. *explain how the guidelines in the text affect the selection and placement of production and storage equipment in a restaurant and*
2. *explain how specific equipment is used.*

Certain working and storage equipment is required for any restaurant or food service operation. Laborsaving machines and equipment should always be considered in order to save on labor costs. However, mechanization can be overdone by the small or new restaurant operator. Many items may be purchased later as business volume and profits justify.

Guidelines for Equipment Selection

Selection of food production and storage equipment should be guided by the following considerations:

- Type of clientele determines the type of food served, the size of individual portions, and the number of persons who must be served at one time.
- Type of food served, or menu, determines which pieces of equipment will be needed.
- Length of serving period depends on the type of food served (to order or ready-cooked) and the number of courses offered.
- Location of restaurant affects buying facilities and frequency of deliveries.
- Methods of food processing. If food is purchased in a partially or fully prepared condition—such as precleaned, precut, dehydrated, frozen, cooked and frozen, or cooked and irradiated—certain items of production equipment may be eliminated and the need for others modified. It's important to consider the use of processed foods when planning the purchase of equipment.
- Length of lease and amount of money to be spent for equipment is particularly important in connection with most custom-made equipment that has to be constructed for particular locations. The durability and cost of such equipment should be weighed in terms of the length of the lease.
- Building features. The size of the rooms and the location of such structural features as pillars, plumbing and heating connections, and window and ventilating equipment determine the size and type of some equipment.
- Power source at lowest cost per unit of heat. The most common power sources are gas (natural, manufactured, and liquefied petroleum) and electricity.
- Servicing facilities. It's important to purchase standard equipment that can be readily serviced.

Regardless of the size of operation, equipment should be chosen for efficiency, durability, cleanliness, and attractiveness. While equipment currently needed should be purchased, provisions should be made for future expansion.

This assignment has been adapted from *Establishing and Operating a Restaurant*.

Standard pieces—ranges, grills, griddles and ovens, mixers, peelers, slicers, microwaves, and dishwashing machines—are easily ordered.

All equipment should be suited to the capacity of utilities, such as electricity, gas, and plumbing. For specially fabricated equipment, detailed specifications must be given, including accurate dimensions, materials, and features of construction.

Dealers' prices on equipment don't usually include installation costs, which should be checked before placing orders.

Many operators, especially of small or new restaurants, are often tempted to buy used equipment, which can usually be purchased at a fraction of the price of new equipment. While this is often warranted, operators must carefully determine the condition of the equipment, since used pieces seldom come with any type of warranty and constant repairs may soon use up any savings gained. There is no shortage of reliable restaurant equipment dealers. Most of their equipment engineers and salespeople have years of experience and can offer sound advice on which items are needed (fig. 1).

Common Equipment for Small Restaurants

The following are pieces of equipment commonly used in small restaurants, although not all small restaurants need all of these pieces.

For storing food and supplies
- Platform scale
- Shelving (metal is preferable)
- Plastic or metal cans on dollies or casters
- Refrigerators

For preparing food
- Ranges
- Ovens
- Hood(s) with exhaust fan(s) over cooking equipment

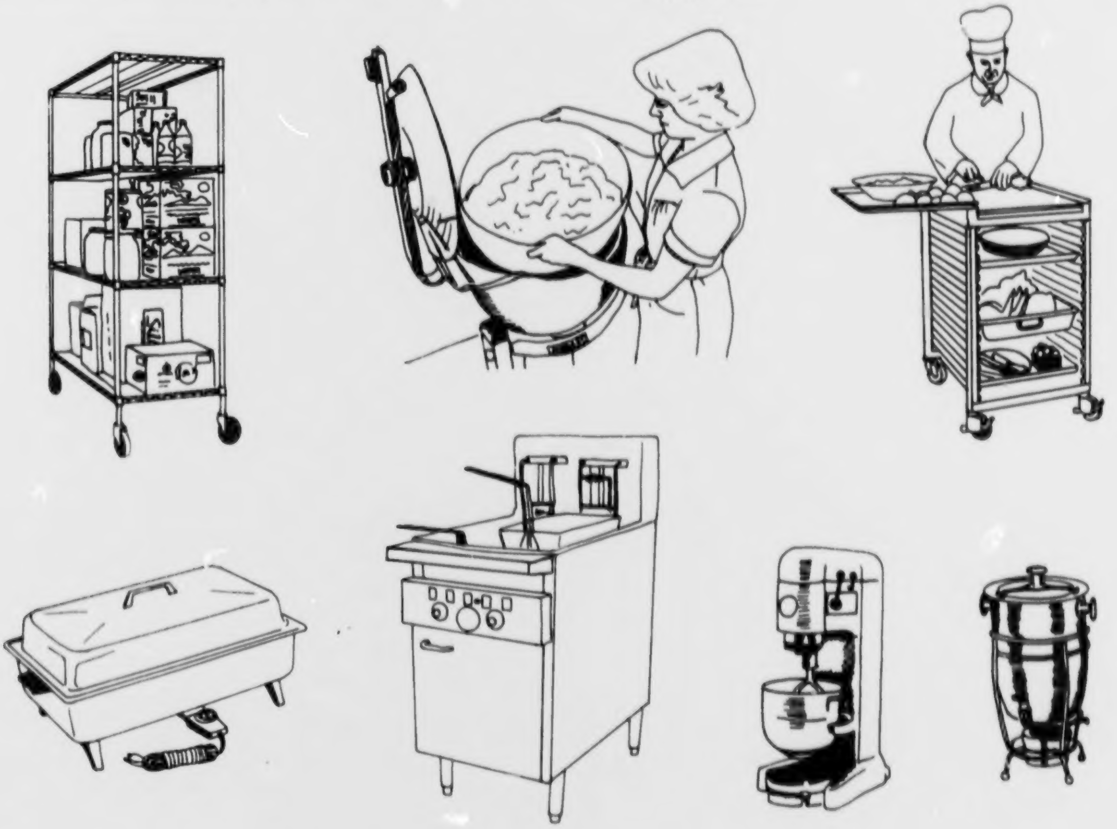

Fig. 1. *Many pieces of equipment make it easier, and possible, to operate a restaurant profitably.*

- Peeler
- Slicer
- Mixer with attachments
- Deep-fat fryer
- Sinks
- Tables
- Refrigerator for prepared foods
- Cooking utensils
- Small cutters and cubers
- Food cutter
- Blenders
- Food processors
- Juice extractors
- Steam-jacketed kettles
- Steamers
- Tilting braising pans
- Microwave ovens
- Broilers or grills
- Griddle
- Steam table/food warmer

For cleaning

- Dishwashing machine or a three-compartment sink
- Soaking sink or a spray attachment over the soiled dish sink
- Sink for washing pots and pans
- Hand sink for employees
- Slop sink
- Racks for storing pots and pans
- Mop pails with wringer
- Wet mops
- Dry mops and brooms
- Rack for cleaning tools
- Cleaning supplies closet

Miscellaneous

- Soft-serve dessert/frozen beverage machine
- Soft drink dispensing system
- Ice machine
- Table scales
- Hand truck
- Garbage cans with dolly trucks
- Towel racks or holders
- Locker for employees
- Couch, chairs, and mirrors for restrooms
- Liquid soap dispensers
- Fire extinguishers

Storeroom Equipment

Storage space must be provided for food staples and for other supplies and small equipment. The space required will depend on amounts purchased and buying frequency. Under ordinary conditions, carrying a large inventory is undesirable, and the smart buyer keeps stores small. Storerooms should be clean, well lighted, and well ventilated.

Shelves for canned and other packaged goods should be metal; these are adjustable and readily available at a low cost. If shelf space isn't sufficient to take care of all case goods, wood racks at least 6 inches deep should be built to hold them. Items such as sacks of flour or sugar should be stored on platforms 12 to 18 inches high.

After removal from sack or box, items such as flour, sugar, dried peas, and beans are best kept in plastic or galvanized cans with tight-fitting lids.

Canned goods should be unpacked and shelved soon after they arrive. A table for unpacking case goods should be provided. It's desirable to have a sink near the storeroom for cleaning purposes.

Refrigeration

The refrigerator is one of the most important items in any food service operation. Good refrigeration is essential for storing perishable foods from time of delivery until time of preparation for cooking and service. Leftover foods must also be preserved for future use. Foods must be held at proper temperatures to keep quality and to protect customers' health.

The amount of refrigeration and whether or not both a walk-in and a reach-in box are required depend on space availability, frequency of delivery, menu, and the use of frozen foods. If a small restaurant is close to supply houses and has a limited menu, it may need only reach-in boxes. A walk-in box is necessary when perishables are delivered only two or three times a week, and/or when volume of business and variety of menu require liberal use of refrigerated storage.

Unless the food is to be used soon after purchase, it is necessary to provide storage at two or three different temperatures. Meat, fish, and poultry should be held at 32°F. Fruits, vegetables, and dairy products should be held at 45°F. Bread may also be kept with fruits and vegetables in case of an oversupply. Frozen foods should be kept at a temperature not above 5°F.

Price shouldn't be the determining factor in buying a refrigerator; rather, price must be related to specified performance. Quality depends on insulation in the box and adequacy of the cooling unit.

Cooking Equipment

Of all the factors to be considered when choosing equipment, the most important are the menu to be served and the types and costs of power sources available. Any suitable combination of ranges, ovens, fryers, kettles, and steamers may be used if there is a need for them.

Ranges are available in a variety of types. They should be of heavy-duty construction. Stainless steel ranges are built by a variety of manufacturers. Ranges must be placed on a fireproof base if the floor isn't already solid and fireproof. Most cities and towns have local ordinances outlining acceptable standards for commercial cooking equipment.

Ovens may come as part of range units, or be freestanding. *Deck ovens* may be stacked two and three high, and with separate heat controls for the different decks, different types of food can be produced at the same time. Conventional and convection ovens are used. *Convection ovens* are more expensive, but they cook foods faster and more evenly; by forcing heated air by means of a fan throughout the sealed oven chamber, heat is transferred to the food much faster than in a conventional oven.

Separate *broilers* of the large stationary type aren't required in most small restaurants. A broiler-griddle combination is available as part of many range sections. Smaller, portable freestanding or countertop broilers are also available. The heavy-duty broiler is essential for restaurants that specialize in broiled or grilled meats.

Steam cooking appliances (the steam-jacketed kettle, the compartment steamer, and the pressureless convection steamer) are often used in cafeterias and high-volume restaurants where large numbers of people come in at the same time and purchase a full meal.

Tilting *braising pans* are basically oversized skillets, with capacities of from 10 to 40 gallons, which can handle all types of liquid cooking with speed and efficiency. Cleaning is easy because of the tilting feature and pouring spout.

Deep-fat fryers are needed in many restaurants, especially those specializing in fried foods. *Microwave ovens* are also found in most restaurants, either for defrosting and emergency use or for regular use in places where speed, space, and/or ease of use are of the essence.

Steam tables and *waterless food warmers* hold the finished food at proper serving temperatures.

Laborsaving Machines

A *peeler* is necessary where potatoes and other root vegetables are served often and in large quantities. The size should suit the use. If space permits, the peeler should be set high enough to empty onto a drainboard or into a vegetable sink. It should never be placed in a corner or close to a wall since it is one of the most difficult pieces of equipment to clean.

A *mixer* is a must in food service. It saves labor and improves the quality of many food items. One or more mixers may be needed, although one may suffice if baking is not done on the premises. Bench models are adequate for small restaurants. Many attachments are available, such as choppers, cutters, juice extractors, and kneaders.

A *slicer* is a great advantage as a laborsaver, as a method of standardizing portions, and for improving the appearance of many foods.

Food processors and blenders are also useful for smaller jobs, such as grinding spices and herbs and making small amounts of special sauces and pastes.

Prep Kitchen Equipment

Besides the previous items mentioned, tables and sinks are essential parts of any prep (preparation) kitchen. In buying sinks and tables, durability and ease of maintenance must be considered in connection with cost. A high-quality item may cost more initially, but be less expensive and more reliable in the long run. One sink may be used for several purposes where space is limited.

Sinks for food and vegetable preparation should have two or three compartments and drainboards and be of seamless stainless steel construction. Each compartment should be from 24 to 30 inches long, with drainboards not less than 30 inches long. Gate valves should be used instead of plugs, and each sink should be equipped with a grease trap.

The pot-washing sink should contain three wash compartments. It should have an ample drainboard at both ends. The first compartment is the soaking sink. The next compartment is the wash sink, followed by the rinse sink. If water in the rinse sink is kept at 180°F, toweling of utensils isn't necessary.

Tables are generally made of stainless steel, although some may have maple or poplar wood tops. Plastic or wooden cutting boards are then placed atop the tables for food preparation. Cooks' tables sometimes contain drawers or shelves underneath for storage.

Fabricated Equipment

Many items that in the past were custom-made are now stock items, mass-produced in standardized sizes. Space limitations or other considerations may make it necessary for items to be built to the operator's specifications. Wood-fired grills, pits, smokers, and ovens are items that are often custom-built, as well as ventilation hoods and refrigeration units.

Dishwashing Units

Dishwashing has two objectives: (1) cleaning and (2) removal of harmful bacteria (fig. 2). If cleaning is done properly, the majority of bacteria will be removed. While dishes may be washed by machine or hand, machine washing is preferable. The appearance of the ware is better, sanitation can be controlled better, labor costs are lower, and breakage is usually less when a machine is used.

Dishwashing machines are made in a wide variety of models designed to fit the needs of practically every type of operation. Machines are made of stainless steel and are either fully automatic or semiautomatic. Machine size is determined by the number of dishes put through in a given period of time. To determine proper size, the operator must take into account the number of dishes used per customer, seating capacity, and how often tables are "turned over," that is, reseated. If turnover is rapid, greater capacity will be needed.

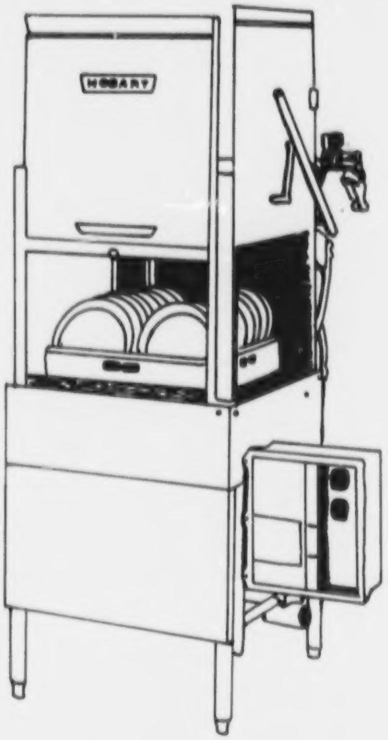

Fig. 2. Dishwashing machines help achieve the two objectives of cleaning dishes and removing bacteria.

Sufficient room should be provided for dishwashing. Table space for soiled dishes should be large enough to permit dishes to be scraped, sorted, and placed in racks without crowding. Often, a spray nozzle and combination sink/waste disposal is used to remove and dispose of food remains from plates. Otherwise, the plates must be scraped by hand into a pail or garbage can.

Clean-dish space should be adequate to permit a number of dish baskets to stand until dry. To avoid unnecessary handling, the best arrangement is to have the dishes returned to serving areas in the same baskets in which they were washed. Sufficient baskets and provision for storage should be provided. Dishes may be clean and have a low bacteria count on coming from the machine, but unless they are handled and stored properly, they soon become contaminated.

Hot Water Supply

Even the smallest restaurant requires much hot water. As a restaurant's business grows, its need for hot water increases. In this case, additional or larger water heaters and storage units must be installed. The size of the tank(s) needed depends on the total amount of water used per day and the amount needed during the periods of maximum demand.

Placement of Equipment

The main goals in placing equipment are to group items in logical working units and to route supplies and traffic toward the service area efficiently. Receiving and storage areas should be located near the receiving entrance. The receiving area is also the proper area for garbage disposal and cleaning of garbage cans.

The preparation area for vegetables and meat should contain sink(s), tables, peeler, slicer, and grinder. It should be located near the refrigerator and should be easily accessible to the storeroom. Next to this should be the cooking area. Cooking units may include the bakeshop as well as general food preparation equipment. If a separate bakeshop is set up, it may be located nearer the service area.

The preparation area for salads, fruits, and fruit desserts should also be accessible from the general prep area. Sandwich making can be included in this area. The last area should be for the preparation of beverages, for pouring cream and fruit/vegetable juices, and for making toast and waffles.

Sinks should be located near the workstations of the persons who will use them. The pot sink should be placed so that it can be used for washing cooking and baking utensils. If a salad sink isn't used, salad unit employees use the sink in the vegetable and meat preparation area.

The dishwashing unit must be located so that soiled dishes may be routed to it with the least crossing of incoming and outgoing traffic. Similarly, clean dishes should be returned to serving centers without crossing the paths of counter workers or waitresses. The dishwashing area should be located so that it doesn't interfere with other kitchen activities and so that the noise of dishwashing won't be heard in the dining room.

Keeping Records

Once equipment has been installed, it must be maintained regularly. Most restaurant managers keep equipment record cards or files that contain pertinent information about each piece of equipment. In addition to being useful when repairs are necessary, these cards or files also prove quite helpful for inventory purposes.

Questions

1. Name the considerations that should guide the selection of production and storage equipment.
2. On what basis should equipment be selected?
3. What determines the amount of storage space needed for food staples and for other supplies and small equipment?
4. At what temperature should meat or fish be kept? Fruits and vegetables?
5. Why should a peeler never be placed in a corner or close to a wall?
6. Name the two objectives of dishwashing.
7. What are the main goals in the placement of equipment?

Activity

Draw a floor plan of a specific restaurant, showing the placement of all storage and production equipment. Write a report explaining how this placement aids in routing supplies and traffic toward the service area efficiently. If the manager or supervisor has time, ask him/her to read your report and comment on it.

7

Care of Equipment

Objective: After completing this assignment, you should be able to take proper care of specific equipment used at your restaurant.

The restaurant manager or operator must ensure that all equipment is used properly used and cared for. Good care is made easier by proper installation, cleanliness, careful operation, and proper maintenance. Instructions for operation of machines and cooking equipment are usually furnished by manufacturers.

It is essential for management to see that all employees thoroughly understand the function(s) of the equipment, how it should be operated, and what their responsibilities are for daily care of the equipment.

Appliances

Gas Appliances

All heavy-duty gas cooking equipment should meet standards of the American Gas Association for performance and safety and should be installed to conform to fire underwriter's requirements and national and local codes.

Cooking equipment should be set on a fireproof floor.

Gas cooking equipment must be installed under a hood that is connected to a ventilating system. The fans in this system must be large enough to remove cooking odors, vapors, smoke, and excessive dust and must be serviced regularly. Proper flue pipes must be attached or built into each piece of equipment as required for good installation. Manufacturer's instructions should be followed.

The gas piping and meter should be adequate to permit the pressure required at peak production periods. Original piping should allow for possible additions to cooking equipment.

All exhaust systems must be equipped with grease removal devices. Even so, ducts and canopies over cooking equipment become coated on the inside with grease and other deposits from food, eventually creating a fire hazard. Accessible surfaces and filters must be cleaned regularly (daily if necessary). Ducts can be coated on the inside with fireproofing chemicals that help to prevent grease fires. Semiannual servicing should be done by a specialist in such work.

Good maintenance of gas equipment reduces fuel costs and keeps efficiency at a high level. Routine maintenance servicing of equipment is essential and should be done by qualified service personnel at least twice a year. This includes:

1. lubricating valves for easier operation;
2. adjusting the proportion of air and gas in each burner to give a clear blue flame;
3. checking the pilot and ignition lights; and
4. cleaning and regulating the heat controls so that thermostat dial readings correspond to the actual temperature of the oven or fryer. This adjustment is necessary if desired cooking temperatures are to be maintained by heat control devices.

Careful maintenance prolongs the life of gas equipment. Good supervisors see that equipment is heated just in time for use, kept at temperatures no higher than required, and turned off promptly. The supervisor should distribute cooking loads so that not all work is done on range tops while the ovens remain practically unused.

Electrical Appliances

Electrical equipment must be selected and installed to meet safety and fire regulations. As with gas equipment, careful operation decreases maintenance and repair costs and lowers power bills. Wear on automatic heat controls is lessened by turning switches to "low" when any device is idle.

If any heating unit is not operating properly, it should be inspected immediately. Regular inspection should include checking for—

1. loose connections;
2. flipped circuit breakers or burned-out fuses;
3. improper calibration of heat controls;
4. proper oiling of moving parts; and
5. cleanliness.

The following precautions should be taken by anyone operating electrical appliances:

1. Examine all appliance cords weekly. Keep all cords dry and free of oil and grease.
2. The first small crack, break, or fray in cord insulation calls for immediate attention. Wrap the cord spirally with electrical tape for several inches on both sides of the damage. If wire is exposed, wrap the wire first and then the entire cord.
3. Keep cords straight; cords that are kinked, knotted, or bent wear out rapidly. If necessary, put on a plastic wrapping.
4. Cracked, broken, or loose-pronged plugs are sure to cause trouble; replace them at once. When removing plugs from outlets, grasp the plug and pull firmly. Never pull plugs out by the wire.
5. A plug that fits loosely may cause a short circuit or a burnout. Remove the plug, spread the prongs slightly, and insert in the outlet again. If it still fits loosely, the outlet is worn and should be replaced.
6. Keep all electrical equipment dry. When cleaning requires water, be sure that no water enters the heating unit. Dry the unit thoroughly and immediately. A trace of moisture in the wrong place can blow a fuse, cause a short circuit, and start a fire.
7. Keep all wiring and elements free from grease.
8. Never touch any electrical appliance for cleaning or repair unless the plug is removed from the outlet or, in the case of a switch-controlled device, the switch is thrown open. It takes a few seconds to make sure current is disconnected, but it may take months to repair damage caused by carelessness.
9. If an appliance won't work, check the breaker box first. If the same breaker flips repeatedly, call an electrician; either the circuit is overloaded, or the breaker needs replacing.
10. When an electric heating element has burned out, it may have nothing more wrong than a broken wire that can spliced at far less cost than a new element.

Refrigeration Appliances

Regular inspections and service of cooling units by a serviceperson is desirable. If the compressor stops, check the plug, main switch, and circuit breaker. If a cooling unit is equipped with a blower and is properly adjusted, frosting of the coils will not occur. Door gaskets should be examined monthly; if they are not soft and resilient, they should be replaced. Open doors only when necessary, and keep them tightly closed at all other times. It's important to watch the refrigerator temperature carefully.

Cleaning Procedures

Restaurants use a wide variety of equipment, which can differ according to type of equipment and manufacturer. Employees must learn to follow specific procedures on a regular basis. The manufacturer is one source of information on cleaning. In general, these guidelines should be considered:

1. Equipment may need cleaning after use. Examples are ranges, broilers, coffee urns, mixers, peelers, toasters, and slicers.

2. Some equipment needs to be washed and given a more thorough cleaning when it has cooled. Examples are bake ovens and range tops.
3. More thorough cleaning may also be scheduled for the end of the day, or once a week, or at some other interval.
4. Some disassembly may be required for a particular piece of equipment, in order to reach places and parts that would otherwise hold food particles and germs and create a health hazard. Examples are meat grinders, mixers, peelers, and slicers.
5. Cleaning may also be needed for effective operation of equipment. For examples, particles or sediment may need to be removed from dishwasher jets, gas burners on ranges, and strainers on steamers.
6. Specific tools and materials may be recommended for each type of cleaning. The wrong types can affect the cleanliness, damage the equipment, or affect food taste.
7. Thorough rinsing is usually required, as is drying.

General Care

Proper lubrication of all equipment having motors or moving parts is essential to keep operation at maximum efficiency. Standard practice calls for weekly inspection and for oiling and greasing as required by the individual piece of equipment.

Peelers, slicers, cutters, and mixers have self-lubricating motors with sealed bearings. Grease cups require adjustment, but machines need no oiling except at the attachment head. They should be serviced and the bearings repacked, if necessary, every one to one and a half years. Refer to owner's manual on all pieces of equipment for specific maintenance instructions. Keep records of all maintenance performed and service calls made on all equipment.

Using Small Tools

A restaurant operator can prevent a good deal of trouble and annoyance with just a screwdriver and a pair of pliers. For example, a leak in the pump of a dishwasher may often be stopped by tightening the pump packing nut, or the disk in a leaking valve may easily be replaced by using pliers and a small wrench.

You should tighten screws and nuts that have loosened through constant use. Such a general tightening at regular intervals will prevent excess wear and delay serious trouble.

Questions

1. How is good care of equipment made easier?
2. What is the result of good maintenance for gas equipment?
3. What adjustment must be made to ensure that proper cooking temperatures are maintained on gas equipment?
4. How can you reduce wear on electric heat controls?
5. What should a regular inspection program include?
6. Describe the procedure to be followed when a defect is detected in electric cord insulation.
7. Briefly list the general guidelines that apply to cleaning equipment in a restaurant.

Activities

1. Make a list of all the gas and electric appliances and equipment used at a specific restaurant.

2. Devise a maintenance and inspection chart based on the list you prepared in the first project. Set up dates for inspection and maintenance procedures based on information contained in the assignment. After completing your chart, go over it with the manager or supervisor, and ask his/her permission to follow the chart for a two-month period.

8

Promoting the Restaurant

Objectives: After completing this assignment, you should be able to—

1. *analyze what it takes to build goodwill, and*
2. *discuss the advertising, attitudes, activities, procedures, furnishings, and physical arrangements that help in merchandising a food service operation.*

With such fierce competition in the restaurant business, successful promotion of a restaurant is often the difference between success and failure. New restaurants have to introduce themselves to the public, then give them a compelling reason to come in.

Successful merchandising in a restaurant requires a competent, cooperative staff. A manager should never be so busy with the operating routine that he or she neglects the human element involved in the restaurant business. Employees are likely to reflect, through their actions, management's attitude toward them and customers. If management fails to build good relationships with employees, resents customers' suggestions, or is interested in food production and service solely as a means of making money, it's unlikely that the restaurant will have a loyal and willing staff.

Courtesy toward guests, care in using equipment, economy of time and materials, development of skill in preparation and service, promptness, and dependability are all parts of the conduct of a good restauranteur. It is management's duty to share responsibility with employees so that they realize they are contributing to the success of the business.

Initiating the Sale

The first step in restaurant merchandising is to meet the customer. A satisfactory customer approach includes giving a friendly, courteous greeting and providing prompt attention. Initiating the sale involves familiarizing customers with available food and services by presenting and explaining the menu, informing customers about food by answering questions, and using suggestion selling methods by giving tactful advice about food selection. Waitpeople and servers must know about all the items on the menu and be able to explain them to customers, including ingredients and methods of cooking.

A good general rule to remember is that most customers accept friendly assistance but resent high-pressure salesmanship.

Maintaining Quality and Price Standards

An important aspect of good merchandising is the quality of food served. High-quality food should be made of good ingredients and have an attractive color, fragrant aroma, and appetizing flavor. A food served at the correct temperature is judged good, whereas one of equal quality improperly heated or chilled may be considered undesirable.

Patrons prefer restaurants where there is a good selection of foods. This doesn't necessarily mean offering a multitude of items, but there

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This assignment, adapted from *How to Promote Your Restaurant*, prepared by J. Walter Thompson Company for the National Restaurant Association, 1965, has been revised, 1991.

should be a well-planned menu from which a nutritious and appetizing meal can be selected.

Prices are an important part of the average customer's appraisal of a restaurant. The price problem in most restaurants is that of establishing a moderate level that will have sales appeal to a wide range of potential customers. This means not only a price patrons can afford, but also one they feel is closely related to the value of food and services rendered.

Plate meals sold at moderate prices are an effective way to offer a well-selected meal that can be easily chosen and quickly served. The special plate is often given special sales promotion.

Displaying Food Effectively

The form and manner in which food is displayed and served affect a customer's attitude toward the food. Thus, evenly browned baked goods, smooth-textured custards, fine-grained cakes, firm ripe melons, juicy meats, tempting cream pies, and fresh, naturally colored fruits and vegetables appeal to the customer because they look attractive and typify good quality.

Cooked foods sold from a showcase or arranged for self-service should be placed carefully in order to display them to the best advantage. Draw attention to each food display with one or more colorful items. Group foods that are part of the same course conveniently near each other; for example, serve meats, potatoes, and gravy together. Place foods so that they can be easily picked up by customers or served by the salesperson. Use the right size of serving dish for each food, and don't underfill or overfill the dish. Display serving plates and dishes in straight or slanted rows; don't crowd them on the counter.

Salad bars, dessert bars, and dessert carts can be effective ways to showcase the quality of food offered (fig. 1). Window displays of food are often used on busy streets or in malls with heavy foot traffic. Iced displays, with real food displayed in or on ice, are attractive and give customers the idea that the food is being cared for and prepared properly.

Understanding Customer Attitudes

The basis for successful restaurant promotion—whether through advertising, food production, or service—is an understanding of the customer's viewpoint. Some managers work so hard at the tasks of purchasing food and supervising its preparation and serving that they never stop to look at the restaurant as the customer sees it. They produce meals but don't merchandise them. As a result, they overlook minor points that mean the difference between customer satisfaction and customer displeasure.

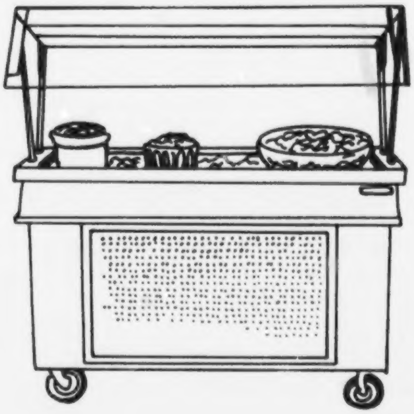

Fig. 1. Food can be displayed attractively to help merchandise it by using salad bars, dessert bars, dessert carts, and even window displays.

A simple and effective way to learn what customers think of food is to observe plates as they come back from the dining room. By noting the food left on the plates, the operator can determine what kinds of food people like best. Customers may reject not only unpopular items, but also dishes that they customarily relish but which are badly prepared. In the case of a vegetable, for instance, it may be cooked too long or too little, it may not be seasoned properly, or it may be too dry or too soggy. If a number of patrons leave a certain food on their plates, it's a clear indication that something is wrong.

If customers are vocal in their complaints, alert operators can usually detect when things are wrong. However, many customers won't voice their criticisms but will show dissatisfaction by not coming back. This is the greatest danger a restaurant faces.

Frequently, menus or table cards carry a message inviting customers to make suggestions. Or a box may be placed beside the door where written comments can be dropped. This method is an inexpensive form of consumer research and may yield valuable information.

Selling the Restaurant from the Outside

The appearance of the restaurant itself has much to do with initial success in drawing business. People are inclined to try a new eating place if it looks attractive from the outside. An attractive, inviting restaurant front is of great importance because it generally indicates the type of atmosphere, food, and service to be found inside.

The restaurant front may be decorated in several ways. It may be modern with plate-glass windows and colorful tiles. It may be dazzlingly white. It may reflect the type of food served, such as Mexican, French, German, or Oriental. It may be of plain brick or wood with simple windows. Or it may be old and quaint, suggesting good eating in an old-fashioned surrounding. Whatever type of front is selected, it should not clash with the interior decoration and general atmosphere of the restaurant.

There are various types of restaurant windows. One type is an expanse of glass occupying a large portion of the restaurant front. Usually, this looks directly into the dining room. Some windows are small, offering only a glimpse of the interior. The English-type leaded window or stained glass window suggests an atmosphere of coziness and exclusivity. Still another type is the display window, which is closed in back so it is impossible to see in. All these different styles have definite value and, if the space is skillfully utilized, can do a good selling job.

A small window may be entirely filled with a placard advertising a particular advantage such as air conditioning or home cooking. Menus placed in the window or at the entrance, showing the food being served and the prices, are effective in drawing trade. Eating dishes that concentrate on low-priced dishes sometimes direct attention to specials by means of posters set in removable frames. If these are lettered in pleasing color combinations, they can be helpful in selling featured items.

Action windows and live windows can also help draw in prospective customers. People spinning dough and making pizzas, shucking oysters, or patting out corn tortillas are examples of action windows. In live windows, the food cooking is the star, such as cabrito (kid goat) or chickens roasting over hot coals.

When putting in window lighting, be sure to see that all lights are covered and reflected inward and diffused so that there are no shadows or glare. Colored light is often more effective than white light because it creates an atmosphere of softness rather than harshness.

Creating Restaurant Atmosphere

Attractive interior decorations are important from a promotional standpoint because they create the atmosphere that appeals to customers and increases business. Many restaurants center around a specific decorating theme which often coincides with the type of food served. Thus, a Mexican food restaurant might be decorated with Mexican flags, serapes, pottery, brightly painted walls, and tile work. A "country" or "home cooking" restaurant might be dressed out with antiques, gingham tablecloths, Mason jar glasses, and the like. Walls covered with autographed pictures of famous athletes or actors have long been a popular decoration.

You can spend a little or a lot. Many Oriental restaurants set the mood with little more than some paper lanterns, calendars, and photos from the homeland, and native music in the background. Music plays a subtle but important role in creating the atmosphere in many restaurants. Some restaurants rely on professional music services, which offer a variety of musical formats.

Some restaurant operators prefer to maintain an air of simplicity and cheerfulness by having plain but warmly tinted walls with just a few accents, placing the emphasis on food rather than decorations. In the long run, a simple restaurant that serves good food will prosper more than an elaborately decorated one that has poor or indifferently cooked food.

The Value of Advertising

While it is true that the most effective restaurant advertising is by word of mouth, the operator can't rely on word of mouth alone to get the restaurant off to a good start. A percentage of the budget must be apportioned for advertising.

The size of the advertising budget is a matter for each individual restaurant to determine. There are no hard and fast formulas for determining budget, although most spend between 1 and 5 percent of total sales. Heavy advertising expenditures may often yield better-than-proportionate returns if the message and media are selected carefully. If message and media are badly chosen, you may see little to no return on a substantial outlay. At times advertising seems to be of less importance, and many successful restaurant owners depend on a steady flow of regular customers and word-of-mouth advertising.

Selecting Advertising Media

Advertising may take many forms. Signs, newspapers, direct mail, radio and television, billboards, Yellow Pages, car and bus cards, and novelties are some of the means of keeping a restaurant in the public eye. All have varying degrees of effectiveness in drawing trade.

Restaurant Signs

To make an impression on passersby, the sign announcing the restaurant name must attract attention. A well-designed and well-placed electric sign doesn't have to find readers; it is a magnet, a beacon that draws customers in. A sign tells who you are and should reflect the character and atmosphere of the restaurant. An Old English restaurant might make good use of a wooden market-type sign; a boar's head is a good example. This style of sign conforms with the restaurant's atmosphere.

Some formal restaurants prefer a modest sign that simply shows the name. Informal restaurants located in out-of-the-way places and depending on word-of-mouth advertising often do the same. However, for a restaurant that draws primarily from traffic flowing past its door, it's wiser to gain the utmost advantage from well-placed, attractively designed electric and/or neon signs. Most restaurants rely on electric signs to build and keep business.

There are six elements to consider when deciding on an electric sign, or any other type of sign, as developed by the National Electric Sign Association.

1. *Size.* The sign should be big enough to get "plus attention" value—that is, the sign must draw more attention than the competition's. Size also refers to scale. Signs should be proportionate to building size. Do not underestimate the impression desired.
2. *Space value.* How busy is the street? High traffic means high value. In signing the restaurant, signs are thought of as public pictures of the restaurant. The most prominent direct advertising ever purchased by a restaurant is store signing. It can be made to do big things at the point of sale.
3. *Simplicity* is the longest lasting value an operator can buy. A sign should tell what is offered, who is offering it, and where it is offered. It should be fresh, speak simply, and stay bright. Colors, scale, and message should be designed to stress these values.
4. *Quality* is important. Good quality reflects good taste, and poor quality often creates adverse public reaction.
5. Signs need regular *servicing*. Whoever services the sign(s) should perform periodic cleaning inside and out, painting of display and supporting structure, keeping all electrical units at peak efficiency, and guaranteeing performance.
6. *Design* must be given careful attention. A sign of a given size and specific copy will cost about the same regardless of design. No amount of workmanship or material consideration can overcome inherently poor design.

Newspapers

Newspaper advertising can be used effectively by even a fairly small restaurant if the town in which it is located is not too large. A small, well-written message set in a conspicuous spot on the page, preferably on the right side and always in the same place, can have a wide sales appeal. However, readers usually scan newspapers hurriedly, and, unless an advertisement is distinctive, it will fail to leave a clear impression. In larger communities, newspapers generally have a special section devoted to dining out.

The following factors and guidelines should be considered when newspaper advertising is to be purchased.

1. *Size of ad.* Size of budget and frequency of insertions are factors that help determine the size of ads. Big ads aren't always the most effective. A strong message in a smaller space can prove just as effective.
2. *Frequency of ads.* Because of the short lifetime of a single issue of a newspaper, it's wisest to plan a campaign over several months for maximum effectiveness. A schedule of weekly ads is recommended. Small ads, inserted often with strong copy, have proven more effective than larger ads seen less often. Keep the name before the public as often as the budget will permit.
3. *Frequency discounts.* If you advertise several times a week, you will pay less per ad than you would pay for a one-time-only ad.
4. *Special rates.* Many papers have special rates that apply to special classifications such as "dining out." These rates apply to standard ad sizes.
5. *Special positions.* Many papers sell special positions for ads at premium rates. Many papers also try to grant requests for preferred positions without extra charge, if possible.
6. *Special sections.* Some papers publish special sections with emphasis on particular events or themes. "Restaurant Guide" pages are often included within these special sections. Rates are often low, and the results effective.
7. *Illustrations.* Illustrations are part of a newspaper's service. Most papers can provide illustrations for restaurants which don't already have their own. The advertising cost can be reduced if the restaurant provides the illustration. The operator should develop a signature or identifying symbol (logo) to be used in all ads. It is the restaurant's mark of distinction, its trademark of hospitality, its personality.
8. *Cooperative ads.* Sometimes restaurants will get together with other companies, like a travel agency, on a joint promotion that involves a common advertisement.

Direct Mail

Direct mail is advertising sent directly to the prospective customer. Circulars, menus, and newsletters are the media generally employed in direct mail. Direct mail advertising can be effective because it can be used discriminately—that is, it can be sent to a particular group of people who are most likely to be influenced by it. Direct-mail is the most personal of all advertising media because it is usually directed to an individual by name.

The major advantage of direct-mail advertising is that the message is addressed and delivered only to people that the restaurant operator wants to reach and at the time he or she wants them to receive it.

The disadvantage of direct-mail advertising is the high volume of competing direct-mail ads and coupons that arrive in people's mailboxes daily. Many people never open these packages, and the ads end up in the trash unseen.

Radio and Television

Radio advertising is feasible for a small restaurant in small- and medium-sized towns. It's effective and valuable in drawing attention to a new place or to some special feature offered by the restaurant. In larger communities, radio is more expensive but is still a good form of advertising.

Television advertising is expensive, and usually only larger restaurants and chains can justify the cost of buying time to reach a metropolitan market. In small- or medium-sized towns, it's often possible for smaller operations to effectively use television ads. Basically, television ads are the same as radio commercials. The big difference is "pictures." Operators can *show* customers what they have to offer in addition to telling them what they have to offer.

Billboards

Road signs are often a good means of advertising, particularly in large metropolitan areas or in small- to medium-sized communities with a large tourist trade.

Yellow Pages

Many restaurants purchase ads in the Yellow Pages of commercial telephone directories or have their names set in bold type to draw the customer's eye.

Car and Bus Cards

Also called *transit ads*, car and bus cards are a flexible, low-cost advertising medium that offers mass audience coverage, high repetition of sales message, and geographic specialization. There are two types of transit ads: inside vehicle and outside vehicle advertising.

Novelties

T-shirts and caps, matchbooks, postcards, and beverage insulators are popular advertising media. Placemats may contain all of a chain restaurant's local, regional, or national locations. Candies and balloons may be printed with the restaurant's logo for distribution to children. The possibilities with novelties are unlimited for the operator with a little ingenuity.

Community Involvement

A restaurant can also get its name before the public by such means as sponsoring local amateur sports teams and leagues, special events, or schools and charitable organizations. In the case of a "fun run" or bike-athon, the restaurant, one or more media organizations, and other local businesses split the expenses and share the publicity gained by promoting the event, which often benefits a local charity or other worthy civic project. This sort of institutional advertising causes potential customers to think highly of the restaurant, as an asset to the city or town, and they will be more inclined to patronize the establishment.

Coupons and Other Forms of Discounting

Many restaurants rely on couponing or similar meal discount promotions to create or boost business (fig. 2). Coupons are most often issued by fast-food restaurants, but many full-service restaurants also use coupons. Most coupons appear in newspapers or are sent through the mail. Coupon books and diner's clubs are related forms of discounting, where the customer pays to buy a passbook or club membership that allows her or him to receive free or discounted meals at participating restaurants.

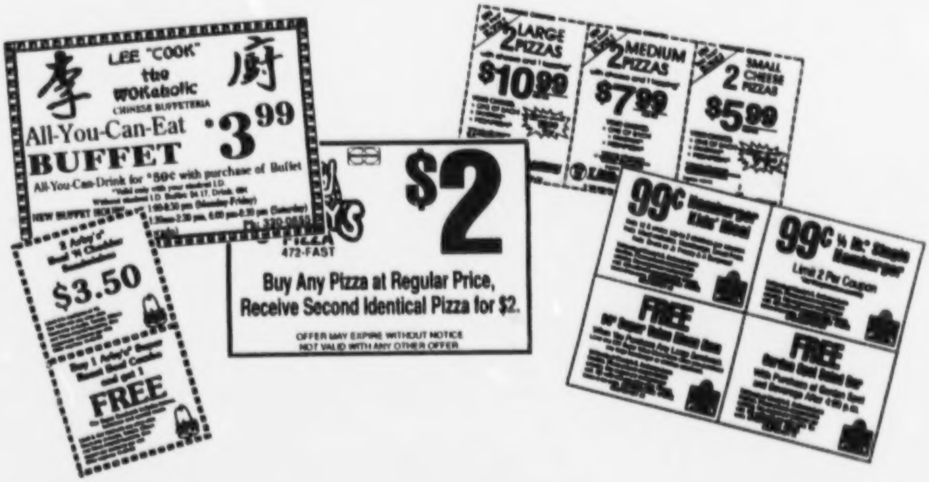
李 LEE "COOK" the WOKaholic 廚
CHINESE BUFFETERIA
All-You-Can-Eat $3.99
BUFFET
All-You-Can-Drink for 50¢ with purchase of Buffet
$3.50
FREE
2 LARGE PIZZAS $10.99
2 MEDIUM PIZZAS $7.99
2 SMALL CHEESE PIZZAS $5.99
$2
472-FAST
Buy Any Pizza at Regular Price, Receive Second Identical Pizza for $2.
OFFER MAY EXPIRE WITHOUT NOTICE
NOT VALID WITH ANY OTHER OFFER
99¢
99¢
FREE
FREE

Fig. 2. Many restaurants find that coupons that save customers money are an effective approach to gaining business.

While couponing may be an immediate and effective way to boost business, many restaurants find that after a while their customers come to expect discount coupons, and the restaurant's volume of business suffers without them.

Preparing Advertisements

After deciding on the type of advertising campaign to conduct and the amount to spend, the operator must prepare the advertisements. Few restaurant operators or managers are experts in advertising and should seek help from an advertising agency when implementing an extensive advertising campaign. Newspapers, radio and television stations, and cable companies usually offer assistance to clients in creating their ads. Restaurant industry trade journals, as well as the service bureaus and publications of local, state, and national restaurant associations, can also be valuable sources of information.

Customers are primarily interested in good food. Convenient location, good service, fair prices, clean linens, attractive decorations, quiet or authentic atmosphere, and adequate space are also selling points, and the sales message could stress any of them. To be most effective, advertising appeal should stress one or two points only and stress them so strongly that they aren't easily forgotten.

Questions

1. What does successful merchandising require?
2. What is the first step in restaurant merchandising?
3. Does a good selection of food mean a multitude of items? Explain.
4. What problem with pricing do most restaurants have?
5. What is the basis for successful restaurant promotion?
6. What is the greatest danger to the restaurant?
7. How should lighting be placed in a restaurant display window?
8. What is the most effective type of advertising for a restaurant?
9. Which is considered the most personal form of advertising? Why?
10. What are the advantages and disadvantages of direct-mail advertising?

Activities

1. Write a paper describing how you think a specific restaurant earns customer goodwill. Tell some ways you can improve goodwill.
2. Using illustrations, describe the ways a specific restaurant is advertised. Compare that restaurant with the suggestions given above. Explain why you think the restaurant selected its method of advertising.

9

Menu Planning

Objective: After completing this assignment, you should be able to plan a menu for a given type of restaurant.

When planning a menu, many things must be taken into consideration, such as type of restaurant, its location and equipment, and anticipated customer profile. For example, *escargot* and *radicchio* are not served at a truckstop.

Making menus for small restaurants can be a relatively simple process. Many establishments specialize in a handful of items regularly. Others have built their reputations on one dish only. Most restaurants have a simple, well-rounded menu. A few (especially Oriental restaurants) have extensive menus that go on for pages. Some change the entire menu daily, others never. Many have a daily special or two.

The Printed Menu

Appearance

The appearance of the menu itself is the first point to consider. The menu is the customer's introduction to the restaurant. It informs him or her of the foods available, the manner in which they are prepared, and the cost of the items. A menu is planned to sell food, conform to the establishment's atmosphere, and promote the restaurant. It should help to build customer satisfaction and goodwill. The menu should be attractive, easy to read and understand, and handily sized.

The back of a printed menu is often used for a friendly public relations chat. Subjects discussed may be phases of the operation itself, aspects of food and nutrition, or other pertinent topics. The name of the restaurant, address, and days and times of operation should be prominently listed on the menu.

Many small restaurants use a computer, or duplicating or copying machine, for preparing their menus. Others have permanent, laminated menus designed and printed professionally. Others use placemat menus. Fast-food operations generally have overhead menu signs at the counters and drive-up order stations. Blackboard menus are popular at luxury and family service establishments where the menu changes frequently.

Enough menus should be made to permit discarding soiled or torn menus. Before distribution, the menu should be carefully checked for correct spelling, phrasing, and pricing.

Pricing

The menu may have a fixed price for an entire meal consisting of several courses, known as table d'hôte, or dishes may be priced separately, which is called *a la carte*. A variation of *table d'hôte* often seen is the selective menu, in which the price of the entree or main course (which varies, according to the type of entree) determines the cost of the meal.

Many menus have a standard a la carte section, which is changed infrequently and not dated, together with a table d'hôte section (sometimes called *carte du jour*, or menu of the day), which is dated.

The menu of the day features specials and dishes for that day. Menus should include a range of prices. They can be attractively arranged to satisfy several income brackets. There should be no hidden meaning as to total

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This assignment has been adapted from *Establishing and Operating a Restaurant*.

price. If an appetizer, dessert, or drink is extra, the menu should clearly show this.

Markups in ink or pencil on the menu are not good form. Unless a large error has been made, it's better not to make corrections until a new menu is made up.

Menu Pattern

For the customer's convenience in making food selections, a general menu pattern suited to the restaurant should be followed. This practice facilitates service by grouping selections conveniently. An a-la-carte menu arrangement could be as follows:

Breakfast menu

Fruits Cereal Eggs Meats Specialties
Toast and hot breads
Preserves, jellies, and marmalades
Coffee, teas, juices

Luncheon and dinner menus

Appetizers
Salads
Soups
Entrees
Vegetables/side orders Breads
Sandwiches
Desserts
Beverages

Courses offered on the table d'hôte and selection menus usually follow an accepted order similar to that usually found on the a-la-carte menu.

Specially featured dishes or combinations are usually announced on the menu in a prominent place. They may be printed on a separate slip and clipped to the menu. Heavier type may be used to attract the customer's attention to a particular offering. Luncheon and dinner specials frequently carry a separate heading, such as "Today's Special" or "Chef's Selection." Vegetarian, hot-and-spicy, and low calorie or low-fat dishes on the permanent menu may be marked with a star or asterisk for the customer's benefit.

A prominent place on the menu for any dish is at the top of the list for that course. Statistics have shown that more people order the first dish on the list than any others. It's not good merchandising to arrange items according to price. If lower-priced items are listed first, the customer's attention will be focused on these and higher-priced dishes may be neglected.

Besides hand-held menus, other popular ways to promote food and drink specials are with table tents and blackboards.

Descriptive Terms

Wording on the menu must not give the wrong impression; terms must be truthful as well as effective in selling. For example, a restaurant menu should not list a "Sirloin Steak Sandwich" that, when ordered, turns out to be nothing more than a hamburger. The sandwich may have been made with ground sirloin, but the menu did not say so, and customer resentment would be understandable and anticipated.

Descriptive wording that is truthful and not misleading can have strong appeal. A few well-chosen adjectives or phrases help describe dishes and assist in forming a pleasing association in the customer's mind.

Words should stimulate the appetite and assist in the sale of dishes. Customers also appreciate knowing the methods of cooking. The menu is improved by terms such as *broiled* halibut steak, *mesquite-grilled* chicken breast, *smoked* salmon, or *steamed* broccoli.

Some descriptive terms used to indicate the quality of foods include the following:

- New (potatoes, asparagus, carrots)
- Green (peas, beans, onions)
- Fresh (fish, eggs, fruits, vegetables)
- Fresh-baked (breads, cakes, pies, muffins)
- Chilled (melons, juices, fruits, salads)
- Crisp (bacon, waffles, lettuce, vegetables, salads)
- Garden (vegetables, salads)

Regarding menus, there are two basic types of customers: those who understand menu terminology, and those who do not. Ideally, the menu copy should be clear and simple enough to give every customer a basic idea of the dish and how it is prepared. The establishment's food servers should know all menu dishes well enough to answer all but the most detailed additional questions a customer might have. Too much descriptive copy makes a menu hard to read and turns off many customers.

With the rise in popularity of foreign ethnic foods, many foreign or otherwise unfamiliar words are used to name or describe dishes. If used, the meaning of these terms should be made clear, so that the customer does not feel confused or resentful when what he or she orders isn't what was expected because of inadequate explanation.

Menu Planning Considerations

The menu is the core of any food service organization. Because it is the blueprint from which food is purchased, prepared, and sold, menu planning is one of the most important functions in a restaurant. It requires knowledge, time, thought, study, imagination, and ingenuity. Menus that will build a business can't be built in a hit-or-miss fashion. Nor can interesting menus be made at the end of a busy day when the operator is tired. Menus should be made when the operator is fresh, alert, and full of enthusiasm. The best menus will be made by the resourceful person who is on the lookout for the new dish, new recipe, new idea, or new phrase.

While the chef may be an excellent cook and should be consulted when planning menus, he or she should not be left alone with the entire responsibility. In small restaurants, it is the manager's or operator's responsibility to supervise this work. She/he is in close touch with the customers and should encourage them to voice their likes and dislikes. In large and/or institutional operations, a specially trained person, preferably a nutritionist, will be in charge of menu planning.

The menu maker must have a considerable amount of specific information and must keep in mind customer preference when preparing the menu.

Nutrition

People are becoming more nutrition-conscious every day, and the restauranteur must remember this when planning menus. Operators must be discriminating in food standards. Quality foods are the best buy in the long run. The operator must be able to recognize quality in the raw and finished product, as well as know food combinations that have appetite appeal.

Foods appeal to appetite through color, flavor, texture, and variety of form. Here is an example of a bad plate combination:

> Chicken fried steak, mashed potatoes, cream gravy, and navy beans with ham hocks

This is a bad combination for several reasons: too many food items the same color; too many carbohydrates (potatoes and navy beans); too much fat (fried steak, cream gravy, ham hocks). A better combination would be:

> Chicken fried steak, mashed potatoes, cream gravy, steamed fresh garden vegetable medley

This is a better combination, with color and texture contrast and better nutritional balance.

Contrast in texture and form are important. If the majority of the entrees are stewed, chopped, or served in gravy, or if all the vegetables are creamed or served in sauces, the menu will lack appeal to eye and appetite. For the same reason, a vegetable plate of cooked cabbage, spinach, and collard greens would prove uninteresting.

Variety

The trend in many menus has long been toward a limited number of items, which makes sense from a strictly business standpoint. A menu with a limited number of dishes, the majority of which are fast-moving items, is ideal for small and large restaurants. A relatively small variety of foodstuffs can be kept on hand. Food moves quickly with little chance of loss from spoilage. Leftovers can be kept to a minimum because production can be more carefully controlled. Fewer employees are needed in the kitchen. Cooks are able to concentrate on the preparation of a few items so that these will be exceptionally good. Since the patron spends less time making a selection, salespeople can step up service by taking care of a greater number of customers.

In the last few years, however, customers have been demanding greater variety and healthier food, and many restaurants have had to move toward offering greater variety. The smart operator can achieve more variety based on the same number of basic ingredients (or just a few more) through different cooking techniques and new combinations of standard ingredients. McDonald's, for instance, now serves an Oriental chicken salad, and many hamburger restaurants now serve breakfast tacos as well.

Where appropriate, the menu maker should strive for variety. He or she should keep a file index of recipes for all menu categories, from appetizers to desserts. Seasonal foods should be featured since customers expect to find them on the menu and prices are often lower. The menu should have items for hearty appetites as well as light eaters.

Customers are interested when they find new dishes on the menu. The same choices become monotonous to regular customers. Variety is more important in establishments serving the same customers day after day. For those serving a transient clientele, variety is less important.

Ease of Production

The operator needs to know the load that can be successfully handled by each department and the amount of food that can be produced in a given time with each piece of equipment. She or he must take into account the amount of handwork involved. Contrast the employee time required to make meatloaf and Creole sauce with that for putting a beef roast in the oven.

The operator must plan a menu that will divide kitchen preparation evenly and distribute the load on cooking equipment. A luncheon menu of baked ham, Boston baked beans, candied sweet potatoes, cornbread, salad, and cake is obviously going to cause a severe shortage of oven space, while stove burners go unused.

Menus too elaborate from a production equipment or service standpoint can have a number of negative effects: food quality can suffer; employees become disgruntled, service is slowed, and customers are dissatisfied.

Full Value from Purchases

The menu maker must know how to figure food costs and must know the cost of every menu item. He or she must be familiar with the long-profit items, the short-profit items, and how often and when to feature each. She or he must maintain quality and strive for optimal food costs attained by correct procedures and efficiency.

Control is essential in any business because efficiency and profits are a must if the business is to succeed. Portion control is an important factor in food service. In well-operated restaurants, portion control results in savings in time, in the cost of labor and production, and in reduced waste. Other advantages are uniformity, ease in handling, and inventory control. It's been said that the profits of tomorrow depend on the portion control of today.

A good way to keep track of costs in detail is to maintain cost records for portions of all specific dishes served by the restaurant. This would include the name of the dish; size of each portion and how to serve it; list of ingredients and costs of each, in pounds or other units; the cost per pound or unit of each ingredient; the total cost of the recipe; the number of portions the recipe serves; the cost per portion (found by dividing the total cost of the recipe by the number of portions served); an allowance for waste, expressed as a percentage of the cost; the total cost of each portion, including the waste; and the sales price.

The operator should plan the menu to take care of the food purchased. For instance, if a leg of veal is purchased for cutlets, she or he should plan a dish for the pieces that can't be used as cutlets. Similarly, jambalaya might be put on the menu to use small pieces of leftover ham, chicken, sausage, shrimp, or other meats.

In small restaurants, it's advisable not to plan menus too far in advance. A rough draft can be made a week or ten days ahead, but market conditions, unexpected bargains, and other factors can necessitate changes.

Customer Preferences

The menu maker should not let personal preferences be the guiding factor in planning the menu; rather he or she should consider the customers' likes and dislikes. Following the day's sales is one way to determine customer preferences. By hand or with the computer's assistance, the number of portions of each dish sold daily can be recorded and evaluated periodically. This accurate tabulation of what customers like best will help the operator eliminate slow-moving items from the menu.

Questions

1. Why is the appearance of the menu important?
2. What does the menu tell the customer?
3. What do statistics show about a dish at the top of the list for a particular course?
4. Why isn't it good merchandising to arrange items according to price?
5. What is the value of using descriptive wording on the menu?
6. Why is menu planning one of the most important functions in a restaurant?
7. What are the effects of menus that are too elaborate from a production or service standpoint?
8. Why is control important in any business?
9. What should the guiding factors in menu planning be?

Activities

1. Get a copy of a specific restaurant's menu. How is it laid out? Ask the manager to explain the reasoning behind the menu arrangement. Write a paper describing the reasons.

2. Using the text as a guide, make a well-rounded combination menu that you could use in a restaurant of your own. Be prepared to explain your choices.

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Buying Food

Objectives: After completing this assignment, you should be able to—

1. *discuss the value of standards;*
2. *explain the factors to consider in determining what to buy; and*
3. *understand the methods of recording purchases.*

Buying the foods that will later be served to customers is one of a manager's most important duties—after all, restaurants are in the business of selling food. Food is usually the single largest expenditure in the operating budget, amounting to between 25 and 50 percent of income. The profit margin depends in part on good buying judgement.

When buying food, the manager must take into account the quality of ingredients needed to produce a restaurant's offerings, the amount of waste that can be expected, and the best price available.

In many chain and franchise restaurants, the manager is less a food buyer than a food orderer, ordering all food supplies as necessary from a central company warehouse or from preapproved suppliers. In this case, the manager's main job is make sure that all incoming food supplies meet company standards, that accurate inventory and records are kept, and that food waste is kept to a minimum.

Standards

Every business must have standards if it expects to succeed—standards are especially important in chain restaurants, where the food and service must be equally good at any and all locations. The dictionary defines *standard* as "a degree or level of requirement, excellence, or attainment."

In restaurants, standards provide the basis for food and service of consistently uniform quality. Standards are based on what customers want and are willing to pay for. This includes not only the quality and type of food served, but also the size of portions, the prices charged, sanitation, locale, and quality of service. A restaurant with well-defined standards gives patrons the impression that both management and the employees know that the goals of the restaurant are aimed at one thing—customer satisfaction.

Restaurant management has a responsibility to the public to serve wholesome, pure, quality foods that have met proper standards of inspection and grading. Foods are subject to contamination from pesticides and chemicals, insects and rodent infestation, unsanitary handling, diseases, and general deterioration (rot or spoilage).

The U.S. Department of Agriculture and the federal Food, Drug, and Cosmetic Act together assure consumers that the processed and packaged foods they buy in this country meet standards of quality and purity. The buyer of food products can be certain that the labels and grades found on processed foods are accurate.

A restaurant buyer is required to purchase foods that have been properly processed and inspected. For example, imported food must satisfy certain quality control standards and pass inspections by the Food and Drug Administration and U.S. Customs before it is allowed to enter the country. A buyer would be foolish to consider purchasing foods that had

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This assignment has been adapted from *Establishing and Operating a Restaurant*.

not passed through normal channels of inspection just to save a little money. To do so would run the risk of serving restaurant patrons contaminated, diseased, or bacteria-laden foods.

Food labels are the buyer's certification of the contents and quality of the container of food. A label cannot be false or misleading. A label is considered false if it doesn't fully state all the required facts about the contents and the processing. Additives such as food coloring, preservatives, artificial flavoring, and flavor enhancers must be clearly stated on the label. Food names must be those accepted and generally used by the food industry. For example, canned bonito cannot be labeled as tuna fish.

While many foods are bought in bulk, others are purchased packaged. Labels on packaged goods must conform with state regulations and the Food, Drug, and Cosmetic Act if the products cross state lines. Labels must state the truth about the product.

Most labels give the following information:

1. The name of the food and its conformity in kind and quality to the appropriate legal standard, if one has been set. If the product doesn't have the qualities legally required, the manufacturer must give it a distinctive and different name. All ingredients must be listed in order of importance.
2. The quantity, weight, measure, or count in the package
3. The addition of artificial coloring or flavoring
4. The addition of certain preservatives other than condiments
5. Whether the product is a mixture or blend; for example, whether syrup is pure maple, or a blend of maple and cane
6. Whether the product is an imitation; for example, "imitation" vanilla. In this case, the principal ingredients must be listed.
7. Market terms descriptive of the product, such as tarragon vinegar
8. Health warnings when appropriate for ingredients not recommended for restricted diets or health conditions
9. Brand name by which the product can be easily identified

What to Buy

What to buy depends on numerous factors. Naturally, a buyer should only buy food that may be used on the restaurant's menu. A good price on avocados gives no reason to buy them if no dish on the menu requires avocados. Prices must also be considered. The successful manager must be flexible both in planning and in buying food. He or she may buy inexpensive fresh strawberries to advantage during season, but exceed the winter budget by continuing to purchase the fruit out of season when prices are higher and quality often lower.

Fruit and vegetable prices are also affected by weather and disease. Drought or too much rain at a critical time or freezing weather or a disease may make the price of a normally inexpensive seasonal fruit or vegetable skyrocket.

Geography has an impact in several ways. First, it affects price. Food that must be shipped great distances may be much too expensive. Local food tastes must be considered. Fresh fish may not be as popular in cattle country as it is on the coast. The quality of delicate foods like fresh fish and raspberries also suffers during long shipping periods.

The restaurant's storage facilities also affect buying decisions. The purchase of more freezer goods than freezer space allows is a very costly error. Don't overbuy or underbuy. If salespersons' visits and food deliveries occur on a regular basis, food items should be purchased in just the proper quantity to last until the next delivery. The buyer should buy only the amount that can be used advantageously and stored properly.

Food is a major capital investment for restaurants, and thousands of dollars will be tied up in a store's food inventory. One question is "What is the desired rate of turnover on that capital?" Many small restaurants carry little reserve stock and thus try to avoid tying up too much capital in food.

Buyers should buy by weight whenever possible. The terms *bushel, box, bag,* and *crate* are no guarantees as to the amounts of some items. Items such as citrus fruits, apples, tomatos, and melons are bought by count. Even then, the minimum weight should be included in the buyer's specifications.

Quality is indicated by grade. Grade indicates the quality at the time of grading, not the condition at the time of sale. In the case of perishables, the quality may have changed quite a bit. Under these conditions, a buyer must rely on good judgment and experience. It's not always possible to buy fresh fruits and vegetables by grade. The grade bought should correspond to the planned use of the item. For example, green peppers to be chopped for salad need not be as uniform as those to be stuffed. A less expensive quality is satisfactory.

Special purchases should be made only when the quality is guaranteed and when the buy can be used profitably on the menu.

A buyer should study the net yield obtained from the unit of purchase (bag, pound, crate, etc.). Yields from different grades are compared. Sometimes the best grade gives the greatest total yield, and, although it is more expensive on the basis of unit purchase, it is least expensive from the standpoint of cost per serving.

The buyer should be sure of the sanitary conditions of the products when buying. This is especially important in the case of milk and dairy products, as well as other food like poultry that may carry disease if not handled properly.

When receiving and storing goods, the buyer should examine them for quality, size, count, and weight. The seller should be notified at once of products that don't meet the restaurant's specified standards. There should be scales at the receiving center so that the weights of the goods can be checked and recorded upon receipt. Perishable goods such as meats, eggs, dairy products, and most fresh fruits and vegetables should be stored immediately at proper temperatures. Loss caused by spoilage is kept to a minimum with proper handling and sorting.

Where to Buy

The restaurant manager may purchase food from wholesale supply houses, manufacturers, local farmers or producers, cooperative associations, municipal or farmers' markets, and retail food stores.

Wholesale supply houses assemble items of many varieties from numerous sources and sell them to customers. Salespeople regularly call on restaurant owners.

Manufacturers may sell food they process to wholesalers, or they may sell directly to institutional users, or both. Bakery goods and snack chips are often sold directly to restaurants. Some firms act as wholesaler and manufacturer since they purchase part of the food they sell and produce the rest.

A good example of a cooperative association is the dairies composed of groups of farmers who each supply milk and cream and then produce milk products to be sold in large quantities.

How to Buy

In theory, managers should go in person to market for perishables (fruits, vegetables, and meats), so that they may see for themselves items that are in abundance and being sold at favorable prices. They can also see new products coming into the market. Buying may also be done with vendors directly or with vendors' salespeople who call on purchasers in person or by telephone or fax. Price, quantity, and time of delivery are agreed upon by purchaser and vendor. Delivery, especially of perishables, is usually made within 24 hours. Staples are often delivered after longer periods.

Good salespeople know their products and are in touch with business conditions. They keep their customers informed. Salespersons expecting to maintain a client's business don't try to force disadvantageous purchases; on the contrary, they help the manager obtain good prices on supplies that can be sold profitably. For convenience sake, the manager should set aside periods one or two days a week for salespeople's calls.

When ordering by phone or fax, you must state specific standards and depend on the reliability of the vendors. Vendors soon learn the desired standards and will conform to them if they value your business.

It's good business practice to compare prices or products of similar quality from at least two sources before placing an order. Usually, two or three vendors are asked to submit prices on items to be purchased. Most companies send out price lists for the week. The buyer should be notified of changes in price lists.

Generally, the dealer who offers the better price for the quality of merchandise specified gets the order. Don't divide up a small order between several supply sources—the extra bookkeeping work, handling, and delivery involved aren't worth the few cents saved on an invoice. Competitive buying can be better done by comparing prices and placing the total order with different dealers on different days, based on lowest overall price for the necessary goods.

Orders for such items as milk, ice cream, and bread—for which standards are more or less consistent—are placed daily or by means of a standing order in which the quantity is subject to change.

Ordering Food

Menus should be made up on a weekly basis, and preferably several weeks in advance. This allows the manager to adjust recipes easily and keep the overall effect in view. A large sheet with days of the week heading the vertical columns and the menus for the different meals served listed in the horizontal columns is suitable. For a record of the amounts needed to yield a given number of portions, refer to the recipe file.

If you don't have a standard order list to fill out, you will have to jot down a list of the quantities of everything needed before phoning suppliers or going out to shop. Be sure to physically inspect food supplies on hand before ordering. Having a specific order list tends to make buying fit the planned needs, which, in turn, has a good effect on food cost.

Since fresh foods like fruits, vegetables, and meats deteriorate rapidly, the kinds and quantities ordered should be for immediate use as indicated by the weekly menu. Fresh food deliveries often occur daily. Staple foods such as beans, rice, cereals, and flour are ordered on a less frequent basis.

Recording Purchases

Invoice Records

When food is received, it should be carefully checked against the original market list of what was ordered, as well as the invoice. Notations should be made on the invoice, listing any items received that were not ordered, or ordered items that are damaged, defective, or missing. Invoice prices and discounts should be checked, cash discounts, if any, computed, and the net amount to be paid written at the bottom. If any goods are returned or allowances made, this should be shown on the invoice. If it is a cash delivery, the number of the check issued to pay for the delivery should be written on the invoice, or if cash is paid, then the words "Paid Cash." If it is a credit delivery, there should be a duplicate copy of the invoice attached. Shipping charges, if any, should be verified before the invoice is marked "OK for payment" and filed in the unpaid section of the invoice file.

In the restaurant's filing cabinet, the invoice file should be divided into two sections—one for paid bills and the other for unpaid bills. As invoices are paid, they must be moved from the unpaid section to the paid section.

The total of all invoices in the unpaid section of the file is the total amount owed. By going through this section, the manager can quickly prepare a list of creditors and compute the amount due each. A practice of paying each invoice in full rather than on account should be established. Paying for specific invoices helps the manager and suppliers keep their records straight. Each check or pay voucher serves as a receipt covering specific invoices, and the amount due any supplier is easily calculated.

Purchase Record

Purchases should be broken down by type and recorded in a purchase record log according to established categories, as an aid in computing food and other costs. Basic categories include meat, dairy, fruit and vegetables, bakery, staple foods, beer, wine, and alcohol, and other nonfood goods like china, glass, silver, linen, papergoods, and kitchen smallware.

Entries are made in the purchase record from invoices, after the purchases have been approved for payment. Every entry must include date, vendor, invoice number, item name or description, amount purchased, unit cost, and total cost.

Food Cost Report

There are many different kinds of food cost reports, but they all boil down to one purpose: to show the manager at a glance the cost of the food for a day. Some restaurants calculate food costs daily; the newest computerized systems let the manager know what food costs are at any given instant. Other restaurants calculate food costs weekly, biweekly, or monthly.

Figure 1 is a simple example of how to calculate food costs on a daily basis. This simplified report is made from requisitioned food (food bought well in advance of use and kept in a storeroom or refrigerated), and from amounts allowed for direct purchases (food regularly used daily, such as milk, meat, vegetables, and bread).

Daily Food Cost Report

Number of Customers ____________
Average Sale ____________
Date ____________
Day ____________
Weather ____________

Issues	Today	To Date	Last Month to Date
Storeroom			
Refrigerator			
Direct Purchases:			
Meats			
Poultry			
Seafood			
Produce			
Dairy products			
Bread and rolls			
Miscellaneous			
Total cost			
Total sales			
Food cost percentage			

Fig. 1. A daily food cost report helps the manager know every day—and over longer periods—whether food costs are being controlled well enough. Computers can accomplish the same result even faster.

Some restaurants mark unit prices on food items before placing them in a storeroom. This makes the daily cost report much easier because, as individual items are removed from the storeroom, the unit price can be noted on the daily food cost report. For instance, if eight cans of peas are taken from the storeroom, the price of each can is recorded on the report.

At the end of the day, all the prices entered on the report are totaled. Also totaled is a set amount allowed for direct purchases—for example, $20 may be the average on milk spent at a restaurant. Rather than trying to enter a unit price on every half-pint or three quarters of a gallon of milk used over the course of a day, the $20 figure is entered onto the daily food cost report each day. When the requisitioned food and the amount allowed for direct purchases are added together, the cost of food for the day results. The restaurant's total sales for the day are also entered on the report. The ratio between these two figures results in the food cost percentage. Food cost is calculated as a percentage of sales. The cost of the food for a period is divided by the sales for that period.

$$\frac{\$\text{ food costs}}{\$\text{ sales}} = \%\text{ food costs are of sales}$$

For example, if food costs have been $1,000 for sales totaling $2,000, then the food costs are 50 percent of sales:

$$\frac{\$1{,}000\text{ food costs}}{\$2{,}000\text{ sales}} = 50\%$$

Food cost reports guide the manager by allowing him or her to compare the day's food costs with the amount planned or budgeted. If the food cost percentage must be 30 percent to permit profitable operation and if this rate is exceeded each inventory period, then the menu, portions, production methods, waste, and other factors must be investigated to determine the cause of the excess costs. A more accurate picture of the food cost pattern is obtained if daily totals for a month are studied.

Sources of Information

Books on quantity cooking and purchasing discuss specifications as to quality, sizes, weights, packaging, desirable storage conditions, and seasons. Professional magazines and newspapers, and trade association publications are devoted to food articles and advertisements.

The U.S. Department of Agriculture publishes standards on all food, which may serve as guides for the buyer in establishing his or her own purchasing standards. Copies of the Food, Drug, and Cosmetic Act, as it pertains to food, may be obtained from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20025.

Copies of state laws concerning specifications for grading and regulations for handling certain foods may be obtained from state departments of agriculture, health, and labor. Many cities and towns have additional regulations concerning food. Many state agricultural colleges issue pamphlets on products grown or produced in that state.

Most wholesale companies publish price sheets with descriptive material on goods handled. Food commodity prices and other valuable information are reported daily in many newspapers. Local or industry trade sheets, to which the buyer may subscribe, contain information on current market conditions and trends.

Some radio programs offer timely information on foods and nutrition. Market reports given daily by radio from the larger produce markets, stockyards, and commercial companies tell of new products and their uses.

Questions

1. Why is buying food one of the most important management decisions in the food service business?
2. What is the restaurant's responsibility to the public?
3. List five factors to be considered before deciding what to buy.
4. Why should the manager go in person to the market for perishables?
5. Why should the manager maintain good relationships with the suppliers' salespeople?
6. Why must the menu pattern cover at least a one-week period?
7. What is the purpose of the food cost report?

Activities

1. List the names of the wholesale food distributors for restaurants in your community. Find out if any of them offer advice on buying food, and if they have price lists. Visit one such establishment if you can, and report on what you learned.

2. Interview the managers of one or more restaurants, and find out what food cost percentage they have set as being satisfactory. Report on your findings.

3. Ask the U.S. Department of Agriculture, the state health department, the county agent, or any other source for suggestions on buying food. Tell what kind of advice they offer.

11

Buying Meats

Objectives: After completing this assignment, you should be able to—

1. *describe the factors to be considered when buying meats, poultry, and seafood and*
2. *discuss the proper methods of handling and storing of meat, poultry, and seafood.*

Meat is generally one of the most expensive items a restaurant will buy, so it behooves the manager or operator to have a thorough knowledge of the meat products he or she is buying. Meats are classified and graded for your convenience and protection in buying and selling. *Class* refers to the sex condition of the animal from which the meat came. *Grade* refers to the quality of the meat.

Beef, Pork, and Lamb

Beef has five classes: steer, heifer, cow, bull, and stag. The quality of meat is reflected by this system of classification. Meat from a steer is of higher quality than that from a heifer, heifer meat is of higher quality than that from a cow, and so forth.

Grading is more complicated than classifying, since it involves a judgment of three things: conformation, finish, and quality. *Conformation* refers to the shape of the animal while it was still alive, whether it was short and stocky or long and rangy. *Finish* refers to the amount of fat on the animal and its distribution, color, thickness and so on. *Quality* refers to the color and texture of the meat and the size and strength of the bone, muscles and connective tissue.

The U.S. Department of Agriculture grades meat. There are seven USDA grades for meat. Many packers have their own grading system, which may or may not be consistent with federal grades.

Standards for grading pork haven't been established by the federal government. The cutting of pork carcasses has become fairly well standardized, however, and considerable uniformity in cutting is practiced. Pork is of a more uniform quality than other meats.

Prices vary with the grade of meat and kind of cut. The higher grades of beef are more tender and have a richer flavor than the lower grades. Certain cuts are also more palatable than other cuts from the same carcass. You will pay higher prices for higher grades and more desirable cuts, even though the difference in nutritive value is small to nonexistent.

The best cuts of lamb are covered by a hard white layer of fat that protects the meat from shrinkage.

Guarantee of Wholesomeness

The round purple inspection stamp differs from the grading stamp in that it doesn't designate quality. It shows that the animal, after being slaughtered, was examined by government inspectors and passed as wholesome. The stamp contains the words "U.S. Inspected and Passed." There is also a number on the stamp, indicating the number of the federally registered packinghouse where the federal inspection was made.

This assignment has been adapted from *Establishing and Operating a Restaurant.*

Making Buying Decisions

Not all grades of beef are available in all parts of the country all year long. "Prime" is the very best grade, and is usually found only in the most luxurious restaurants. Under normal conditions, "Choice" is the highest grade available year-round, and is the grade most commonly used in restaurants. The restaurant's menu and the manager's experience determine which cuts of meat are needed and how much meat should be purchased.

Another factor to be determined when buying meat is storage. Since fresh meat is a perishable food, it must be kept under refrigeration from the time it is received until it is prepared for cooking. It should be held in refrigerators at temperatures of 32° to 35°F. Frozen meat should be stored at 0°F or below. Ground meat, unless frozen, shouldn't be held more than 24 hours.

The Tag System

Because meat is the most expensive item on the menu, a tag system should be used to control storage and use of meat. When meat is delivered, it is checked and weighed. If not to be used immediately, it is marked with a tag indicating day of receipt and, if desired, price, weight, and name of cut. When the meat is removed from the refrigerator, the date is noted, the tag removed, and the information used in preparing the food cost report.

The advantages of the tag system are that old meat is used first, it shows the accurate weight and value of the meat used, and it saves time that would be used weighing and pricing the meat again at time of use.

Poultry

Poultry, especially chicken and turkey, is increasingly popular in the American diet, while red meat consumption has gone down. Poultry, like beef and pork, should be purchased to suit the particular needs of the restaurant. In the last 20 years there has been a revolution in poultry processing, and the number of processed poultry products available is staggering, and still growing. The use, type of restaurant and clientele, and the price charged for the cooked portion will influence the buyer's decision. The manager must decide what type, grade, and weight of bird will fit into the menu and price range when buying whole or slightly processed poultry.

Classification of dressed and ready-to-cook birds is based on the age, weight, and sex of the birds. U.S. standards and grades for chickens are Grade A, Grade B, and Grade C. "Dressed" means that all the viscera and other inedible parts, except for the bones, have been removed.

On a price-per-pound basis, whole, dressed, ready-to-cook birds are the cheapest way to buy poultry, but many restaurants prefer to buy more highly processed poultry products such as boneless pieces, chunks, cutlets, patties or filets, breaded or unbreaded, etc., for reasons of convenience and sanitation.

For each pound of cooked, lean chicken meat, the operator should buy 2 1/4 pounds of ready-to-cook chicken, including giblets, skin and neck. On a per-serving basis, the buyer should count on buying 3/4 to 1 pound of chicken, 1/2 to 1 pound of turkey, and 3/4 to 1 pound of duck. A quart of coarsely chopped cooked meat weighs about 1 1/4 pounds.

The ready-to-cook chicken the restaurant receives will probably be either freshly chilled or frozen. In areas close to concentrated broiler-producing centers, larger quantities of broilers are delivered freshly chilled, packed in crushed ice in cases of one or two dozen birds per case.

Whether fresh chilled or frozen, chicken should be properly stored as soon as it is received. The incidence of *Salmonella* or other harmful bacterial contamination in processed chicken is common enough to warrant careful and prompt storage and cleaning.

Turkeys

Turkeys come in many sizes. Depending on breed, roasting-age, tender, ready-to-cook young tom turkeys range from 9 to 24 pounds, and hens range from 5 to 14 pounds. Parts of large young turkeys—half and quarter turkeys, disjointed legs, breasts, wings, and back—are often used in restaurants, along with other processed turkey products (raw, cooked, or smoked) like turkey steaks and cutlets, ground turkey, rolled turkey roasts, and turkey ham.

U.S. grades for whole turkeys are Grade A, Grade B, and Grade C. They are classified as fryer or roaster turkeys, young hen turkeys, tom turkeys, and hen turkeys. Turkeys and turkey products may be bought fresh chilled or quick-frozen. Frozen turkey should be hard-frozen when received and should only be thawed just before cooking. It takes a large, whole bird about two days to thaw in the refrigerator, the only safe place to thaw big carcasses.

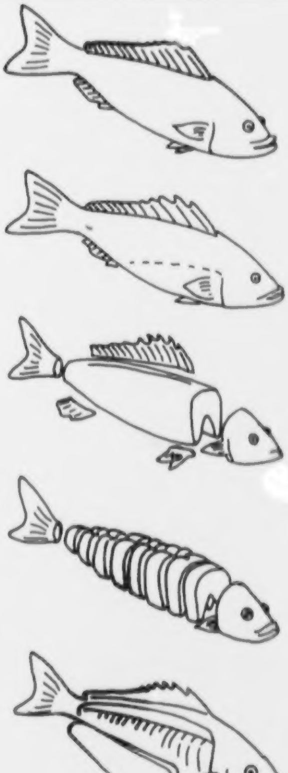
Ducks

Ducks are classified as broiler, duckling, fryer duckling, roaster duckling, and mature or old duck. Old ducks are tough and not suitable for roasting. U.S. grades for ducklings and ducks are Grade A, Grade B, and Grade C. Ducklings average 3 1/2 to 5 pounds when ready to cook.

Fish

Fish is an increasingly popular part of the American diet and has an increasingly prominent place on restaurant menus. It can be prepared and presented in a variety of ways, from fast-food-fried to epicurean delight, economically and expensively.

Fish and seafood generally is prone to spoilage and must be handled delicately and properly from the time it is harvested until the customer takes the first bite. The buyer must know the characteristics of quality fish and be wary of bargains unless she or he is absolutely certain of what she/he is getting. He/she should deal only with firms that elicit confidence by delivering seafood products of the highest quality.



Whole or round fish are those marketed just as they come from the water. In this form, the edible portion is about 45 percent of the whole but varies with the size and kind of fish.

Drawn fish are those marketed with only the entrails removed. In this form, the edible portion is about 48 percent but varies with the size and kind of fish.

Dressed fish are scaled and eviscerated, usually with the head, tail, and fins removed. The edible portion in this form is about 67 percent but varies with the size and kind of fish. The smaller sizes are ready for cooking as purchased (pan dressed). The larger sizes may be baked as purchased or may be cut into fillets, steaks, or chunks.

Steaks are cross-section slices of the larger sizes of dressed fish, usually about 3/4 of an inch thick. In this form the edible portion is about 84 percent. Steaks are ready to cook as purchased.

Fillets are the sides of fish cut away from the backbone. They are practically boneless and have little or no waste. Fillets are ready for cooking. The skin may be left on or may be removed. A fillet cut from one side of a fish is called a single fillet. This is the type most generally seen in the market.

Butterfly fillets are the two sides of the fish corresponding to two single fillets held together by the uncut flesh and skin of the belly.

Fig. 1. A chart showing the variety of cuts for fresh and frozen fish.

Fresh and frozen fish may be bought in a variety of cuts, the most important of which are shown in figure 1. Buyers must know cuts and their particular uses. The edible portion varies with the type of cut, from 100 percent for fillets to about 45 percent for whole fish. Most varieties of fish are more abundant in some months than in others. Local fish dealers can usually give information about seasonal offerings and can indicate the best buys. Lesser-known species can sometimes be as satisfactory as better-known and higher-priced species.

Frozen varieties are usually packed during seasons of abundance at reasonable prices and are available year-round in all sections of the country. For many purposes, frozen fish are the equal of fresh fish in appearance, flavor, and food value, and the two are often used interchangeably, although the menu should state which is being used.

Fish must be kept under refrigeration at all times. Fresh fish should be kept below 40°F, preferably at 31° to 32°F, to ensure maximum storage life. Ice is the best preservative yet devised for keeping fish fresh, since it not only holds the temperature but also keeps the surface of the fish moist and in good condition.

Shipments of fresh fish should be examined immediately upon receipt for signs of spoilage and body damage. Odor should be fresh and mild; a fish odor becomes more pronounced with time. They should have been packed in ice for delivery and should be well iced when received. Fish packed in an orderly arrangement hold their natural shape longer and better.

Rough handling should be avoided, since bruises and punctures reduce quality. Frozen fish should be kept solidly frozen until ready to use. Frozen fish should have little or no odor. Fish that has been thawed should never be refrozen. Maximum storage life is obtained with a temperature of 0°F or below and with adequate moisture-proof and vapor-proof wrapping or glazing.

Shellfish

When bought alive, crabs, lobsters, and spiny lobsters should show movement of the legs. The tail of a lobster should curl under the body and not hang down when the lobster is picked up. Frozen lobster tails should be hard frozen when bought, have meat with a clear whitish color, and should have no odor.

Cooked crabs and lobsters should be bright red and have no disagreeable odor. Cooked crab is marketed from four common varieties—blue, rock, dungeness, and king.

Clams and oysters in the shell should be alive. The shells close tightly when tapped gently. Shucked oysters should be plump and have a natural creamy color with clear liquid. If they are in the original package or can, there should be no more than 10% liquid (by weight). Oysters with an excess amount of liquid should be avoided.

Shrimp is commonly sold in several forms. It may be fresh and whole; fresh or frozen and headless but with the shells on; fresh or frozen and cooked, peeled, and deveined; frozen, peeled, and deveined; frozen and breaded after being peeled and deveined. Fresh shrimp has a mild odor, and the meat is firm in texture. The color of the shell may be grayish green, pinkish tan, or light pink.

When cooked, shrimp shells turn red, and the meat takes on a similar tint. The term *green shrimp* is used to describe shrimp that hasn't been cooked. Shrimp is usually sold on a size basis, with larger sizes bringing higher prices.

Live crabs, lobsters, clams, and oysters should be kept in a moist atmosphere at about 45°F. Crabs and lobsters should be unpacked from their original containers, sorted, and spread out so that they will be kept moist and cold. Oysters and clams are sometimes left in baskets and kept cold by sprinkling cracked ice on top of the baskets from time to time.

Prepared scallops, shrimps, crab meat, lobster meat, shucked clams, and oysters should be kept at a temperature approaching 32°F, but they shouldn't be frozen.

Frozen shellfish should receive the same care given frozen fish. Thawing methods for shellfish are the same as those for frozen fish.

Questions

1. What government agency grades meat?
2. What does the round purple inspection stamp mean?
3. Why must chicken be stored promptly and carefully?
4. How much does the edible portion vary with the cut of fish?

5. How should fish and other seafood be stored?
6. In what forms is shrimp sold?

Activities

1. Find out what grades of meat are served by a particular restaurant. Report on how these grades reflect the nature and clientele of the restaurant.
2. Report on the storage system used by a particular restaurant.
3. Collect examples of tags used in a tag system, and report on how they are helpful.
4. Report on how a particular restaurant buys poultry.
5. Report on how a particular restaurant buys and stores fish and other seafood.

12

Buying Fruits and Vegetables

Objectives: After completing this assignment, you should be able to—

1. *discuss the proper methods of handling and storing fresh produce;*
2. *state the buying considerations for fresh produce; and*
3. *describe the types of labeling used on canned goods.*

Fresh Produce

Fruits and vegetables play an increasingly important role in the American diet and on the restaurant menu. The proliferation of salad bars in the 1980s is one example. Many of us make a meal out of a chef salad, taco salad, or vegetable combo plate, instead of choosing meatier entrees. Even fast-food outlets offer an increasing variety of salad and vegetable items.

Keeping posted on fresh fruits and vegetables is a problem, because there are hundreds of kinds, with many varieties of each on the market during the year. They come from all parts of the United States and from foreign countries, especially Mexico. The manager should always strive to have the best quality produce possible, whether fresh, frozen, or canned. It pays to maintain close relations with produce suppliers, so that you will always be well informed as to what is available at what quality and at what price.

Once fruits and vegetables have been purchased and delivered, quality should be maintained by careful handling and suitable storage. Packages should not be dropped or thrown. They should never be stacked next to hot radiators in areas where they can freeze. Stacks should be kept to a moderate height to avoid crushing the bottom layers. Attention should be given to placement in whatever storage area is used so that the oldest stock is used first. Each package or bag should be dated as received. (A grease pencil is good for this purpose.)

Most fresh produce needs low temperature and high humidity, and all need ventilation. Exceptions to the low temperature rule are bananas and sweet potatoes, which should be stored at room temperature. White potatoes generally need only dry common storage unless the storage period is lengthy. Tomatoes should not be kept below 50°F. For ripening, temperatures of 60° to 70°F are best. Much produce is highly perishable and is soon damaged by either high temperature or dryness, which causes withering and toughening.

Satisfaction with fresh fruits and vegetables depends to a considerable extent on the restaurant owner's buying know-how. He or she should have a detailed knowledge about fresh commodities, and the order should be specific. For example, instead of asking for a "crate of good lettuce," the owner might ask for a "carton of two and one-half dozen size U.S. No. 1" lettuce of a certain type or variety. The more specific the buyer is as to what she wants and what she will accept, the less the opportunity for misunderstanding.

There are ten primary considerations in selecting fresh produce: use, supply, grade, brand, condition, maturity, area of production, container, size, and quality.

Use. The buyer should always buy with use of the product in mind. He should distinguish between blemishes that affect only appearance and those that affect eating quality.

This assignment has been adapted from *Establishing and Operating a Restaurant.*

Items that are to be cut up and cooked need not have the same perfection as those to be served in original form.

Supply. In general, the quality is best and the price is lowest when a fresh fruit or vegetable is in large supply. The buyer should check on the crop situation. Monthly reports on most fruit and vegetable crops are available from the U.S. Department of Agriculture.

Grade. Standards have been set by the U.S. Department of Agriculture for all principal fruits and vegetables. These standards cover such points as maturity, defects, disease, color, shape, texture, varietal characteristics, size, count, trim, pack, juice content, damage, and permissible variation from grade specifications. The buyer should have a set of grade standards so that he or she will know what each grade means. "U.S. No. 1," for example, has many meanings. In each case, its exact meaning is specified in the U.S. standard for the particular commodity. Typical grade names for fresh fruits and vegetables are U.S. Extra Fancy, U.S. Fancy, U.S. Extra No. 1, U.S. No. 1, U.S. Combination, U.S. Commercial, U.S. No. 2, and U.S. No. 3. "Unclassified" means ungraded.

Brand. Fresh fruits and vegetables packed under some labels are consistently good. Buyers should know the reputations of brand labels as well as grades.

Condition. In buying, always check the condition as well as the grade. Condition refers to the present state of the commodity, while grade refers to specifications the product met at the time it was packed. A package graded U.S. Extra Fancy at its shipping point could be so damaged en route as to be far below that grade when received. To be in good condition, fruits and vegetables should be fresh; reasonably free from bruises, cuts, and punctures; reasonably clean; not overripe; and free from decay or insects.

Maturity. Some fruits, such as peaches and cantaloupes, if picked prematurely, never ripen properly. On the other hand, some fruits, such as bananas and pears, are best when picked unripe (but mature) for later controlled ripening. The buyer should know how various fruits ripen.

Area of production. Consider areas where products are grown. This is important because some regions grow distinctly different types of the same commodity. A commodity from one region may be better for a certain use than the same item from another area. Suppliers are able to point out the best growing areas for each product.

Container. There are many sizes and shapes of containers. "Crate" or "lug" or "carton" does not tell the cubical content or net weight unless the operator knows exactly the size of container meant. Full measures are important, so operators should know what containers hold. Also, in buying unknown brands, watch for loose packs, short packs, and packs that are of one quality at the top and another at the bottom. Use special care in buying ungraded merchandise. If possible, weigh everything.

Size. Check on the size of fruits and vegetables. Order sizes that match requirements, depending on how the items are used. Sometimes smaller sizes are cheaper and may serve as well as larger fruits and vegetables. Extremely large sizes often are cheaper and may offer savings if the produce is to be cut up. Oversize fruits and vegetables, however, are sometimes coarse in texture.

Quality. All the complex factors of grade, condition, maturity, area of production, variety, size, container, and buyer preferences enter into appraisal of a commodity's quality. The buyer must balance quality and price.

Canned Produce

To purchase canned fruits and vegetables to best advantage, it is essential to know the grades, types, counts, and sizes that are available and the manner in which the manufacturer labels the product. The purchaser must then decide what best suits his/her particular use. There are three methods of package labeling.

Packages may be labeled according to the U.S. government grades that have been ascribed to their contents. These grades are determined by a scoring system based on assigned values. The grading of canned produce in this manner is under the supervision of the Agricultural Marketing Service. For this supervision and inspection service, manufacturers pay the government a fee.

U.S. government grades for canned fruits are U.S. Grade A or U.S. Fancy, U.S. Grade B or U.S. Choice, and U.S. Grade C or U.S. Standard. U.S. government grades for canned vegetables are U.S. Grade A or U.S. Fancy, U.S. Grade B or U.S. Extra Standard, and U.S. Grade C or U.S. Standard.

For both canned fruits and vegetables there is a government substandard grade labeled "Below Standard in Quality—Good Food Not High Grade." (The following three government grades of canned fruit fall within the designation of substandard: U.S. Grade D—seconds in sweetened water, used mostly for pies; U.S. Grade E—water-packed fruit, used mostly for pies; and U.S. Grade F—preheated, solid-pack pie fruit.)

Grading may also be done by manufacturers. Canners may grade their own fruits and vegetables by using quality control methods they have set up for their own use. If they use the terms "Grade A," "Grade B," or "Grade C," they are responsible for meeting the requirements of the grade.

The third method is descriptive labeling. This is generally described as "brand" labeling. Many manufacturers, having several brand names for their products, use this method. One of these is used for highest-quality canned foods, another for the second line, and so forth.

A descriptive food label must contain the following information:

1. Name of product
2. Name and address of manufacturer, packer, or distributor
3. Net contents
4. Statement of dietary properties if special dietary uses are claimed
5. Statement of any artificial coloring, flavoring, or chemical preservative used
6. Statement of being below basic standard of quality or below standard of fill of container set by the Food and Drug Administration if such is the case
7. Ingredients (many foods, such as canned peas, mayonnaise, and margarine, for which the government has set standards of identity, do not require a listing of all ingredients)

When significant, as in the case of canned fruits and vegetables, the following information is required: variety—for example, white or yellow corn; style of pack—whole, halves, diced, and so forth; and packing medium if optional media are permitted. The label may also contain additional information such as a reproduced, up-to-date picture of the product, details about quantity, or directions for use. Finally, all words, statements, and other information required by law must appear in the English language.

Before placing a large order, samples should be tested to determine the weight, size, count, color, flavor, and other qualities of comparable products.

When considering grade, remember that an allowance is made for a certain degree of tolerance in each grade. For this reason, the lowest scoring of a higher grade might be the same as the highest scoring of the next lower grade.

Since so many factors enter into buying canned goods, it is impossible to buy efficiently without defining specific standards that conform with commercial terms. Furthermore, unless this is done, dealers are unable to quote prices on comparable products. When the product is received, the purchaser must make sure that it conforms to the standards requested.

A complete description of standards required for canned goods should include information appropriate for the product. The information needed for complete descriptions follows:

1. Grade—Fancy, Choice, Extra Standard, or Standard
2. Style—whole, halves, peeled, unpeeled, cut, diced, sliced, shoestring, cream style, or whole grain
3. Type—differentiates between varieties of a commodity, such as early sweet peas, sweet or sour cherries, cling or freestone peaches
4. Size and kind of container—No. 303, No. 2, No. 2 1/2, No. 3, or No. 10 cans; plain or enamel-lined; glass containers; paper containers; or wooden boxes
5. Drained weight—minimum drained weight if the commodity is packed in syrup, water, or brine
6. Count or size—range of size where count is important in relation to use and cost, as in peaches or pears

The medium in which the produce is packed should also be specified. Media for packing fruits can range from water to extra-heavy syrup.

Typical specifications are "No. 10 peas, Extra Standard, 3 sieve, early June"; "No. 10 apricots, Choice, (area of production), 85/96 (count), unpeeled halves in 40% syrup, minimum drained weight 66 ounces"; and "No. 10 peaches, choice, yellow cling, 30/35 count, halves, heavy syrup, minimum drained weight 68 ounces."

Content is stated on the label in net weight or fluid measure. Because of differences in the density of foods, the net weight of one product may differ from that of another product packed in a can or jar of the same size. For example, one pound of pork and beans and 14 ounces of blueberries may be packed in cans of the same size.

Table 1 provides useful information to compare the contents for different sizes of cans. Canned foods should be stored in a cool, dry room on shelves or on racks off the floor.

TABLE 1

Can Sizes and Ratios

Size	Approximate Net Content	Ratio Equivalent
No. 303	16 to 17 oz.	7 No. 303 cans equal approximately one No. 10
No. 2	1 lb. 4 oz. or 1 pt. 2 fl. oz.	5 No. 2 cans equal approximately one No. 10
No. 2 1/2	1 lb. 13 oz.	4 No. 2 1/2 cans equal approximately one No. 10
No. 3 Cyl.	3 lb. 2 oz. or 1 qt. 14 fl. oz	2 No. 3 Cyl. cans equal approximately one No. 10
No. 10	6 lb. 2 oz. to 6 lb. 12 oz.	

SOURCE: U.S. Department of Commerce

Frozen Foods

Modern food technology and engineering has made freezing one of the most important means of food preservation in this country. Meat, fish, and poultry frozen in ready-to-cook or cooked form are distributed throughout the country. Most varieties of fruits and vegetables are frozen and available in institution-sized packages. Frozen foods compare favorably in food value with fresh foods.

Use of frozen foods can aid in effective management of food service establishments by reducing kitchen labor costs, saving time and space, maintaining uniform quality, simplifying project inventory and portion control, and assuring more satisfied guests.

The first frozen vegetable product to hit it big in the restaurant marketplace was the frozen French fry. In 1954, partially cooked potatoes cut for deep frying and then frozen, made their debut with little fanfare. But smart restauranteurs picked up on the frozen fry, and by the end of 1955, several million pounds of these potatoes were being used per year.

Use of frozen cooked foods has continued to grow, and some restaurants freeze some of their own specialty items for sale to carryout patrons, while other restaurants have entered into factory operation for production and sales of specialties through supermarkets. El Chico frozen Mexican food dinners and Night Hawk frozen dinners and entrees both are offspring of successful Texas restaurants. Distribution of frozen bakery products has also reached enormous proportions.

The purchase of frozen foods in quantity should be made only when adequate freezer storage is available. All frozen foods should be kept at 0°F until needed for use.

Questions

1. Discuss the methods for properly handling and storing fresh fruits and vegetables.
2. What are the ten primary considerations in selecting fresh produce?
3. What must one know to make wise decisions in buying canned produce?
4. What are the three methods of package labeling?
5. Sample testing done before placing a large order gives what information?
6. How do frozen foods contribute to effective management?
7. What type of storage do frozen foods require?

Activities

1. Find out if there are rules for handling and storage of fresh produce at a specific restaurant. Report on what you found out.
2. Report on who buys fresh produce for a specific restaurant, and how they became qualified to do that task.
3. Examine and report on the labels of several canned vegetables and fruits at a specific restaurant.
4. Report on how frozen food is used at a specific restaurant.

13

Buying Dairy Products and Staples

Objectives: After completing this assignment, you should be able to—

1. *describe how to buy and store eggs;*
2. *list some of the most common dairy products and derivatives; and*
3. *discuss coffee blends.*

Dairy Products

Eggs

Fresh eggs. An egg's quality is determined by its flavor and its exterior and interior appearance. Eggs are graded according to size and appearance. The four USDA grades of quality are AA, A, B, and C, with AA the best. Size is determined by weight; eggs of average size weigh about 24 ounces per dozen. Size doesn't affect quality, but it does affect price. Detailed descriptions of these grades can be obtained from the USDA.

All grades come in all sizes, and both grade and size must be specified when placing an order or obtaining price quotes. AA eggs are the highest quality, but Grade A eggs are fine for serving individually. Grade B eggs are a good buy for baking, casseroles, and other dishes where eggs are mixed.

Shell color doesn't affect an egg's nutritional quality or cooking performance. However, factors such as shell color, uniformity of yolk color, and proven uniformity of flavor of a brand may affect price.

Eggs should be kept refrigerated at approximately 45°F until used. Keep eggs in an enclosed container. They should be kept away from strong odors and spills, since the porous shells are absorbent.

Frozen eggs. Frozen whole eggs and frozen egg whites and yolks are economical if used in large quantities, particularly for baking. Frozen eggs should be thawed only a few hours before use, at room temperature or in cold water. Warm or hot water should never be used.

Powdered eggs. Whole eggs, egg whites, or egg yolks are available in powdered form. Powdered eggs are largely used in baked products, with formulas developed especially for their use.

Milk and Cream

Careful attention must be given to the storage and handling of dairy products. Milk products require constant refrigeration at 40°F and protection from sunlight, absorbed flavors, and odors.

Milk purchased by restaurants is pasteurized (heated under prescribed conditions to destroy undesirable bacteria) and homogenized (processed to reduce fat globule size and to prevent cream separation).

Milk is often delivered to restaurants in gallon containers, or in individually sized containers. Bulk supplies, in 5- and 10-gallon containers, may be purchased for cooking purposes or use in dispensers. Milk and cream are treated in a variety of ways to make distinct products:

- Vitamin D milk has been fortified to increase its vitamin D content.
- Whole milk refers to milk with none of the milkfat removed, or about 3.25%.

This assignment has been adapted from *Establishing and Operating a Restaurant.*

- Low Fat, 2%, 1%, etc., are all names given to milk with varying degrees of the natural milkfat removed.
- Skim and Nonfat milks have only 0.5% or less milkfat.
- Whipping cream has between 30 and 36% milkfat.
- Coffee cream cannot have less than 18% milkfat.
- "Half and half" normally has 11 to 18% milkfat.
- Butter is graded on flavor, body, color, and salt content. The overall rating is called a "score." A score of 93 is considered excellent.

Milk and Cream Derivatives

- Sour cream is a cultured cream product and must contain at least 18 percent butterfat.
- Buttermilk is a product of low fat content, made from skim milk and containing all the nutritious solids of milk except the fat. A bacterial culture is added to develop flavor, and it may have churned fat added.
- Nonfat dry milk is skim milk with the water removed. It can be used in many recipes to improve the texture and color of food, may be blended in dry form in many recipes, and is easily reconstituted in liquid form.
- Evaporated milk is concentrated whole milk from which only part of the water is removed. It is a sterilized product and keeps well for long periods of time.
- Ice cream standards are set by law in most states and usually require a butterfat content of at least 10 percent.
- Yogurt is made from milk curdled by bacteria, especially *Lactobacillus Bulgarius* and *Streptococcus thermophilus*. It can be made from whole or low-fat milk, and it is often flavored with fruit and other sweeteners.

Cheese

There are about eighteen different cheese types to which more than 400 different names have been applied. American, or cheddar, cheese makes up the bulk of cheese used in this country. Cheddar is a member of the hard cheese class and appears on the market in a number of shapes and sizes.

Cheese can be classified as follows:

Hard
- Without gas holes (cheddar)
- With gas holes (Swiss)

Semisoft
- Ripened with molds (Roquefort)
- Ripened with bacteria (brick)

Soft
- Ripened with molds (Camembert)
- Ripened with bacteria (Limburger)
- Unripened (cottage cheese)

Process cheese is used extensively in restaurants for its smooth melting qualities. Process cheese is made from a combination of cheeses of varying stages of ripeness. The mixture is melted, pasteurized, homogenized and molded. It melts more rapidly when used in cooked dishes because of the emulsifying agents added and the manufacturing process itself.

There are several different kinds of process cheese, which differ largely in moisture and fat content.

Staples

The term *staples* includes numerous foods used daily in restaurants. Only a small number will be discussed in this section, but a few general rules apply to all staples.

Coffee

A good cup of coffee is one of the most important items on a restaurant's menu, especially in the morning. Most operators strive to serve the best cup of coffee possible: few things turn off customers more than a bad cup of coffee. Coffee enters the United States from all over the world, but most of our coffee comes from South America, principally Brazil and Colombia.

Coffee beans from different sources give different qualities to a brew. Most of the coffee we purchase at the store is a blend of up to 15 different varieties. Green coffee beans are roasted, and the roasting process does much to develop a coffee's flavor. Roasts are classified according to color: *light*, a cinnamon brown color; *medium*, a deep chestnut (the roast most used in the United States); and *dark*, popular in the South.

Coffee is bought in the bean or ground form. Many restaurants purchase bean coffee and grind it as needed. Coffee is steel-cut to the degree of fineness or grind best suited to each method of preparation. Drip grind and urn grind are often used in restaurants. Espresso grind is necessary to make espresso, cafe capuccino, etc. Decaffeinated coffee is becoming increasingly popular, and can be purchased ground or in whole bean form.

The flavor quality of coffee begins to deteriorate immediately after roasting, and the change is significantly noticeable after a few days. Change takes place even faster after the beans have been ground. Store whole bean coffee and any opened cans of coffee in the refrigerator, tightly sealed to preserve freshness.

Cereal and Cereal Products

Flour. Wheat flours are the most common cereal products purchased by restaurants. Since wheat flours are differentiated on the basis of the variety of wheat from which they are made, the use usually determines the type of flour to be purchased.

- *Bread flour*, generally made from hard wheat, is a strong, granular flour with the capacity to make loaves of good volume and texture.
- *Pastry flour*, generally made from soft wheats, has a low or moderate amount of gluten and is of fine granulation.
- *Cake flour* is more highly refined than pastry flour.
- *All-purpose flour* is suitable for most kinds of baking, and may or may not be a blended flour.
- *Whole wheat flour* is made from the entire grain of wheat, including the bran and germ, resulting in higher nutritional value and added flavor.

Flour should be kept off the floor in covered containers at temperatures below 70°F. Other cereal flours commonly used in restaurant baking include rye, oat, buckwheat, cornmeal and corn flour, soy, and rice.

Pastas. Pasta is growing in popularity, and the number of shapes, forms, colors, and flavors staggers the imagination. The noodles and Italian-style pastas we eat are made of water and either semolina (the middlings of hard durum wheat) or farina (a fine grain meal) or both.

With the exception of egg noodles, the name of the pasta is usually determined by its shape. The pasta dough may include vegetables and/or spices and herbs, which give it distinctive colors, but generally don't affect the taste. Beet, spinach, tomato, carrot, and black pepper are just a few examples.

Egg noodles must have at least 5.5 percent egg in the finished product. Oriental noodles are also becoming popular, and may be made from wheat, buckwheat, soy, or rice flour.

Cereals. Breakfast cereals are classified as uncooked, such as farina; ready-to-serve, such as corn flakes; and semicooked, such as rolled oats. Many of the semicooked cereals require a minute or less of additional cooking. Cereals that require cooking are popular and can be served at a lower cost per serving than ready-to-eat cereals.

Rice. Rice is graded on the proportion of whole kernels, the extent to which kernels are broken, cleanliness, color, and uniformity of variety. Rice can be purchased in white (polished), unpolished, or brown forms. Rice is classified as long, medium, or short grain. Most restaurants use long and medium grain. Wild rice is not a true rice. Basmati and Texmati are two relatively new, nutritionally superior varieties of rice.

Fats and Oils

Vegetable oils. The vegetable oils most commonly used in restaurants are soybean, corn, cottonseed, peanut, safflower, canola, and olive oil. Olive oil commands higher prices, but many restaurants finds its purchase desirable. Oil generally comes in tins or plastic containers measuring 5 gallons.

Lard. Lard is pork fat derived from certain selected fatty tissues in pork. Leaf lard (from fat around the kidneys) is the best lard. Although nothing makes a flakier piecrust than lard, its use in the restaurant is now almost nonexistent, given health concerns about animal fats in the diet.

Shortening. Shortenings are usually made from vegetable fats or oils, or from a mix of vegetable oils and meat fat or oils. Shortenings are commonly subjected to various processes and degrees of hardening to meet certain trade requirements. Restaurants are increasingly using pure vegetable oil shortenings for frying, cooking, and baking instead of lard or mixed shortening. Shortening is often purchased in 50-pound drums or cartons.

Margarine. Margarine can be made of either vegetable or animal fats, or a mixture of both, but restaurants are increasingly using vegetable-fat-only margarines in their cooking for health reasons.

Questions

1. How are eggs graded?
2. How should eggs be stored?
3. How should frozen eggs be thawed?
4. How should milk be stored?
5. What is nonfat dry milk?
6. What are the basic cheese classifications and subclasses?
7. Why should restaurants always strive to serve a good cup of coffee?
8. How should coffee be stored?
9. How should flour be stored?
10. What vegetable oils are most commonly used in food production?

Activities

1. For a particular restaurant, find out what grades of eggs are used, and for what purposes. Report on your findings.
2. Report on the milk, cream, derivatives, and cheeses used in a specific restaurant.
3. Report on storage equipment and procedures used for food covered in this assignment.

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Sanitation

Objectives: After completing this assignment, you should be able to—

1. *explain why specific sanitary standards and procedures are necessary and*
2. *direct your co-workers in the correct methods of sanitation.*

The Importance of Sanitation

Serving good food is a restaurant's primary goal, but good food counts for little if the customer is turned off by unsanitary conditions or procedures or, worse yet, if the health department shuts the place down. Food poisoning is the manager's ultimate nightmare. Death, lost business, lawsuits, and fines or closure by the health department are common repercussions of food poisoning incidents. It is frightening to think that spoiled cream gravy or potato salad could put you out of business and someone else in the grave in a day's time.

Americans don't like hair in their food, roaches in their tea, or flies in their soup. They don't like dirty tables or dirty restrooms either. While roaches crawling on the wall or hair in a salad has yet to kill anyone, they're enough to keep some people from ever returning to a restaurant.

The three most common complaints of fast-food operation patrons are that (1) the restaurant isn't kept clean enough, (2) the food preparation area isn't clean enough, and (3) the personnel aren't clean enough. Employees must be instructed in proper sanitary habits and practices when working with and around food. Food and drink carelessly handled and prepared become sources of disease and even death. Disease may be spread to customers through utensils contaminated by diseased food handlers, by pests, or by careless handling.

The public, in theory, is protected by regular inspections from the local department of health. If the situation in a restaurant is consistently bad, the health department can close it permanently, or until the situation is remedied. In practice, health departments are understaffed, and inspections can't be made as often as desired. For daily protection then, the public must rely on the cleanliness and efficiency of the manager and employees. It is in everyone's best interests to follow every precaution in the handling of food. If there's any doubt about spoilage or contamination, throw the offending food away.

Germs

Most disease germs grow best at body or room temperatures; low temperatures slow growth. For this reason, perishable foods should be refrigerated immediately. Hot, cooked foods should be cooled as quickly as possible and refrigerated. When hot foods like cream sauces, gravies, and beans are put into large storage containers (3 gallons or more), the contents must be stirred up periodically during the cooling down process to prevent bacterial growth in the center of the container, which can remain hot for hours if not properly stirred.

High temperatures usually destroy germs. Meat must be cooked thoroughly, especially pork. Food on steam tables must be at least 145°F to prevent bacterial growth. Use hot water at sufficiently high temperatures in washing dishes and utensils. Most local and state laws prescribe the minimum temperature for dishwashing, but 180°F is generally required for sanitization.

The favorite media for germs are milk; water; meat; seafood; custard pies, pastries, and dressings containing eggs; and improperly canned food. Milk must be kept refrigerated until served. Water quality should be tested periodically. Store food and utensils so that they won't be contaminated from leaking pipes, sewage backflow, or flooding. Refrigerator waste water must be drained off. Wash fruits and vegetables to remove possible contamination from polluted irrigation water and insecticide sprays. Don't wash produce in sinks used for other purposes. Test the cleanliness of your dishwashing sanitizing rinse daily.

With meat and poultry, always look for a federal inspection stamp or that of an equally reliable federal or state authority. Seafood should be purchased from sources approved by the state health department. Custard pies, pastries, and dressings containing eggs (this means mayonnaise) should be served promptly or refrigerated immediately below 50°F.

The most common and/or well-known food poisoning problems are these:

- *Staphylococcus* food poisoning, which results after eating food in which this bacterium has grown and produced its toxin. It is rarely fatal. Prevent difficulties by refrigerating most foods during storage and minimizing use of hands during preparation.
- *Perfringens* food poisoning happens in cooked meat and poultry dishes that are allowed to cool slowly. These bacteria are natural contaminants of meat. The spores may survive cooking and will grow if food isn't refrigerated between cooking and use.
- Salmonellosis and typhoid fever, which are gastrointestinal illnesses caused by over 800 kinds of *Salmonella* bacteria, can be prevented by sufficient cooking and refrigeration of perishable foods, by eliminating rodents and flies, and by encouraging good personal habits among food handlers.
- Bacillary dysentery is caused by *Shigella* bacteria, which are found in moist prepared foods like egg salad and in dairy products. The food has usually been contaminated by feces of an infected person. Good personal hygiene in the area of food preparation must be stressed.
- Botulism is caused by eating foods contaminated with the toxin secreted by *Clostridium botulinum* as it grows. Botulism poisoning is rare, but over half its cases result in death. Improperly processed canned foods are the most frequent source. Discard questionable swollen cans, and cook prepared foods thoroughly.

During a 24-hour period, one germ in food can multiply into 4,720,000,000,000,000,000 bacteria—enough contamination to make a lot of people very sick.

Pests

The most common restaurant pests are rats, mice, roaches, and flies. To make sure that none of them contaminate the food and utensils, the following precautions should be observed.

1. All doors should be self-closing and open outward.
2. All doors, windows, transoms, skylights, and similar openings should be screened.
3. Keep walls, floors, and ceilings clean and in good repair.
4. Dispose of all garbage, rubbish, and litter promptly.
5. Keep garbage cans covered tightly; empty and wash regularly.
6. Kill flies and roaches with approved pesticides and traps. Many restaurants employ professional exterminating services. Use pesticides only when there is no danger of contaminating food or work surfaces.
7. Leave no food exposed overnight.
8. Clean up all crumbs and food particles at the end of the day.
9. Keep rats out with ratproof construction.
10. Restrooms should have vestibules, and doors should be kept closed. Toilets should be kept spotlessly clean.

Sanitation Checklists

For the Employee

All employees should practice good habits of personal cleanliness. A few basic rules follow.

1. Use plenty of soap and hot water when washing.
2. Keep body and clothes clean.
3. Wash hands after every trip to the restroom.
4. Stay at home when sick.
5. Don't cough, spit, sneeze, or smoke near food or dishes.
6. Keep fingers out of food and clean utensils.
7. Use only clean, wholesome foods.
8. Beware of poisons. Use and dispose of properly.
9. Permit no dirty utensils or equipment to touch food.
10. Protect foods from insects, rats, and other vermin.

For the Employer

The employer must not only follow sanitary procedures personally, but also make sure that everything in the restaurant operates in accordance with sanitation standards. The following are prime considerations.

1. Have plenty of hot and cold running water at all times.
2. Tongs and scoops for ice should be kept out of the ice on clean plates or trays. Ice cream scoops should be kept in clear water.
3. There should be enough conveniently located toilets and lavatories for all workers.
4. Soap and individual paper and cloth towels should be provided for all employees.
5. Toilet doors should be self-closing.
6. Signs should be posted in all restrooms reminding all employees to wash their hands before returning to work, and to report any sickness, open wound, or infection to the manager.
7. Restrooms must be clean, in good repair, free of flies, well lighted, and well ventilated.
8. There should be no cross-connections with, or backsiphonage into, the water supply from sinks, dishwashing machines, lavatories, or toilets.
9. Liquid wastes must drain into a public sewer or otherwise be disposed of according to health department regulations.
10. Grease traps should be in good repair and should be cleaned regularly to avoid clogging.
11. Walls and ceilings should be clean and in good repair.
12. Floors must be smooth and in good repair.
13. Loose food in storeroom must be kept in covered containers.

Getting It Done

Cleanliness is essential to the success of a restaurant. The psychological effect of cleanliness on the customer cannot be overestimated. Clean counters, tables, chairs, and fixtures; shining china and flatware; fresh draperies; walls free from streaks and smudges, a well-kept floor—all of these provide an atmosphere that gives guests confidence in the cleanliness of the food served and increases their enjoyment of it.

Furnishings and equipment should be selected not only for attractiveness, but also for the ease with which they can be kept clean. Careful, regular cleaning helps keep expensive equipment working longer and more efficiently.

The quality of the product may also depend on cleanliness. For example, food cooked in greasy, poorly washed pots and pans, or in old, dirty oil, may lose some of its fresh, distinctive flavor. Foods stored uncovered in a dirty refrigerator may absorb some of the odors of spoiled or rancid scraps left in a carelessly cleaned, disorderly refrigerator.

The safety and good health of customers depends on wholesome food prepared and served in clean surroundings by clean people. Service of clean, safe food is not only a public responsibility—it is necessary for the business's survival.

Methods and Materials

Cleanliness can be maintained with a minimum of labor on the part of managers and employees. A set cleaning routine should be followed, but it can be changed from time to time as better methods are developed. Good cleaning materials and tools should always be provided, and employees should be trained in their use.

Employees should develop clean work habits. When the manager constantly supervises and checks to see that these steps are carried out, then high standards of cleanliness and sanitation are maintained.

Loose dirt on floors is removed with a broom or vacuum cleaner. Most cleaning is done with water, either used alone or with a detergent, abrasive, or sanitizer added. The cleaning process consists of four steps: (1) wetting the soiled spot, (2) removing the dirt with water containing detergent, (3) thorough rinsing, and (4) drying (in most cases). Soft water (water with fewer minerals) cleans better than hard water. Softening agents may be used in detergents to reduce water hardness. Hot water cleans better than cold water. Water at 180°F melts grease and dissolves detergents easily.

A common mistake made by employees is mistaking "clean" for "sanitary." You can clean a cutting board, knife, or your hands and still not make them sanitary. For example, rinsing blood off your hands makes them look clean, but if harmful microorganisms were present, they weren't rinsed away. Making something sanitary means removing any disease-causing microorganisms.

Care of Cleaning Equipment

Scrub brushes should be washed, rinsed, and hung or rested on their backs to dry after use. Buckets should be emptied and washed after each use. They should never be allowed to stand with cleaning solution or water in them between uses.

Cotton string mops with detachable heads are commonly used for dry and wet mopping. Mops must be kept clean. They should be washed and dried at the end of each day—more often if necessary. Rinse mops thoroughly, and stand them on their handles in a mop rack to dry.

Brooms should be kept dry and stored on the handle ends. Dustpans and brushes should be kept at convenient points for sweeping up broken dishes and spilled food. After spilled food is swept up, it may be necessary to clean the floor with a damp mop.

Questions

1. Why is sanitation important to the restaurant's success?
2. a. How is the public's health protected?
   b. Is this method effective?
   c. On whom does the public rely to maintain daily sanitary standards?
3. What are the favorite media for germs?
4. What are the most common restaurant pests?
5. Describe the basic cleaning process.

Activity

Obtain a copy of the inspection sheet used by your local health department in rating food service establishments. Using it and the information contained in this assignment as guides, develop a schedule of regular sanitation checks that can be followed at a restaurant.

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Safety

Objectives: After completing this assignment, you should be able to—

1. *explain the need for specific safety rules and regulations and*
2. *direct co-workers in the safe handling of foods and equipment.*

Accidents are inevitable, no matter how careful we are, but they can be kept to minimum in your restaurant by removing safety hazards and training employees to be safety-minded.

Accidents generally happen when you can least afford them—during rush hours when replacements can't be obtained quickly enough and service suffers as a consequence, not to mention the possibility of expensive emergency room or hospital treatment for injuries, and resulting lawsuits.

The most common types of accidents are cuts, falls, strains, bumps, and burns. Falls and strains cause the greatest loss of time and money. These common hazards may occur in the following five phases of a restaurant's operation:

- Receiving and storing food supplies
- Preparing foods for cooking
- Cooking and baking foods
- Serving foods
- Clearing tables and washing dishes

The manager must take into account safety hazards to customers as well as employees.

Receiving and Storing Food Supplies

Handling food supplies is not easy or light work because products are received in almost every type of container: barrels, crates, drums, bags, cartons, trays, racks, and boxes. With such a variety of sizes, shapes, and weights to handle, persons doing this work are likely to suffer strains (fig. 1). There are also hazards from unsafe stacking of goods; danger of falling when reaching for something on a high shelf; and the likelihood of cuts, splinters, and scratches from opening containers.

These hazards can best be avoided by maintaining good housekeeping, so that it is possible to quickly and easily locate supplies and foodstuffs, and by using adequate and safe ladders for obtaining materials from storage.

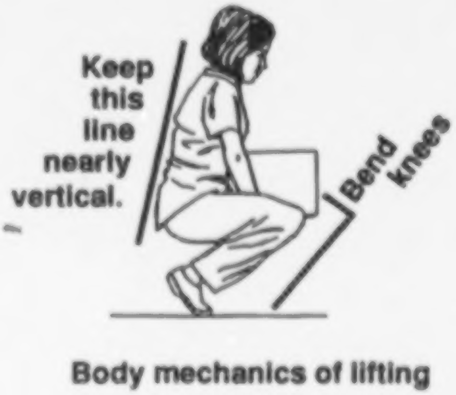


Fig. 1. Learning to lift correctly is important for the protection of all employees, because of the possibility of injuries and strains.

This assignment has been adapted from *Establishing and Operating a Restaurant.*

Preparing Foods for Cooking

The preparation of foods for cooking or baking ranges from washing and peeling vegetables to mixing cake and muffin batter. Cuts occur often. Bread-slicing and meat-slicing machines also cause occasional serious injuries. The majority of cuts, however, are caused by knives. These tools should always be handled carefully. The following special safety precautions for knives should be observed.

- Keep knives sharp.
- Use the right knife for the job.
- Cut away from the body.
- Do not "palm" vegetables or fruit when cutting them.
- Keep knives in racks when they are not in use.
- Do not use knives to open cans, jars, or other containers.
- Never leave a sharp-edge tool untended; it may be covered and cause a cut when it is uncovered.
- Repair or replace handles as soon as they are loose or broken.
- Remove steel particles from knives after they have been sharpened.
- Never grab a falling knife—get out of the way.

Anything spilled or dropped on the floor should be cleaned up immediately. Floors should be mopped often to help keep them as clean and dry as possible. Food containers, trays, and pails should be kept where they cannot be tripped over.

Cooking and Baking Foods

Burns and falls are the most common accidents in the cooking and baking phase of restaurant operation. Spattering fat, hot handles, steam kettles, ovens, and broilers all contribute their share of burns. For this reason, the worker must be safety-conscious.

Handles of cooking utensils should be turned parallel to the front of the range and should not protrude over the edge of the range. Dry pads should be used when handling hot utensils. Before removing hot containers from the range, decide where they will be placed. Be sure that no one is in the way when containers are being moved. Also, have adequate assistance when moving heavy items. After removing containers from the range, place them where they will not be tipped over or spilled.

Ventilate the oven for several minutes before lighting it. When striking a match to light an appliance, strike it away from clothes or other flammable material, and turn the gas on gradually.

Inattention causes many oven and steam burns. Hot pipes should be covered with insulating wrap where ever there is a chance of some one touching them.

Keeping kitchen floors free from grease is difficult, but it must be done. Slipping and falling on greasy floors is one of the most common accidents. To cut down on slipping, employees should wear shoes appropriately soled for the type of flooring in use. Rubber is generally best. Uppers should be of leather rather than canvas. All spilled grease should be wiped up immediately. "Speed Mats," or thick, perforated rubber floor mats, afford surer footing, but must be removed and washed clean daily.

Serving Foods

Burns, bumps, and falls are the most common accidents that occur when food is being served. The reasons for these injuries are many, but the outstanding one is unnecessary haste, coupled with inattention. Employees collide and spill hot food on themselves and others. Spillage often goes unnoticed until someone slips and falls (fig. 2). Careless mopping also causes many falls.

Safety measures must be practiced. Traffic between the kitchen and the dining room should be carefully arranged so that employees kitchen and the dining room, one door to swing into the kitchen and the other to swing out from the kitchen. There should be double doors between the kitchen and the dining room, one door to swing in to the kitchen and the other to swing out from the kitchen. These doors should be plainly marked "in" and "out" and fixed so that they swing only in the desired direction. If there is space for only one door, a window should be cut in it to enable a person coming through to see others approaching.

Fig. 2. *When anything is spilled, it must be cleaned up to prevent accidents.*

Running and unnecessary hurrying should never be allowed. Nor should employees stand on wobbly chairs, broken ladders, or other insecure platforms when making coffee or when reaching for something on high shelves.

Employees handling hot liquids from urns and containers should move carefully so as to prevent collisions. Anyone passing behind someone handling hot liquids should give a warning. Also, the individual bringing in hot food replacements for steam table service should give proper warning when passing behind servers.

Steam burns often result when food trays in steam tables are being changed. The following procedure is recommended for handling trays. Use a fork in the right hand for prying. Take firm hold of the opposite side of the tray with the left hand, and protect this hand with a dry towel. Lift the tray straight up so that steam rises directly upward and not toward the individual. Handle trays from electrically heated tables with the same care even though there is no danger of a steam burn.

Any spills should be cleaned up immediately. Only a small area of the floor should be cleaned with a wet mop at one time, and the area should be dried with another mop. Low-heeled shoes should always be worn.

Stair treads that become greasy and slippery present a very great danger to employee and patron alike. Metal safety treads containing carborundum have proved satisfactory for restaurant use. A mastic (a pasty cement) with nonslip properties should be used to repair treads.

Clearing Tables and Washing Dishes

When clearing tables and washing dishes, many types of injuries may occur, but the primary dangers are strains, falls, cuts, and infections. Trays should not be overloaded or improperly stacked (fig. 3). Some restaurants use movable trucks with shelves for dish trays. These eliminate the need to lift and carry trays to the kitchen.

Fig. 3. *Carrying a tray can be hazardous, no matter how much practice the person has had.*

Employees who scrape and sort dishes may receive cuts from broken or chipped dishes and glasses. These injuries can be avoided if dishes, glasses, and silverware are handled and sorted carefully. Always handle glasses carefully. Use a glass brush to wash glasses; this will help you avoid cuts from chipped rims. Do not stack dirty glassware in the bottom of dishwater or leave silverware in glasses. Should a glass break in dishwater, drain the sink at once and remove the pieces of glass with a damp paper towel. Always wash glasses, china, and silverware separately. Broken glass on the floor should be swept up with a broom. Never pick up pieces of glass with the fingers.

Because workers have their hands in water most of the time, cuts and abrasions, if not cared for properly, often become infected. Harsh washing soap and disinfectants can cause skin to crack and become infected. Dermatitis, a skin inflammation, may even result if an employee is allergic to the washing compounds used. Employees should check their hands often for signs of cracking skin or infection. If a dishwasher has cuts on his or her hands, he/she should be given another type of work until the cuts heal.

Operating Restaurant Machinery

Machines present many hazards in restaurant operations. Provisions should be made so that equipment is inspected regularly. Equipment should be in good working condition, properly adjusted, and completely protected by the necessary safeguards. Employees must understand how to use mechanical equipment and should be given special instructions. Employees must also be instructed to use only those machines for which their supervisor has judged them qualified. Common machines in average-sized restaurants are mixers, meat and bread slicers, grinders, and vegetable peelers. All safety measures must be followed for these machines.

Mixers. A mixer has a bowl with a beater or mixing arm running down into it. One type has a bowl that rotates; another model has a stationary bowl and a moving beater head. With either type, it is dangerous to put the hands into the bowl when the beater is in motion. Manufacturers have developed guards that are satisfactory from both sanitation and operation points of view. Employees should be properly instructed in the use of the guards, and such use should be required.

Meat and vegetable slicers. Meat and vegetable slicers have caused the most serious injuries mainly because they have rotating circular knives. Meat is held by a toothed clamp on a feeder that is operated either manually or automatically. The face of the meat passes through to the blade, which slices the meat to a particular thickness. The gauge on this type of slicer serves as a partial guard. Accidents happen when employees use their hands instead of the clamp to hold small pieces of meat or vegetables during slicing.

Injuries are also sustained when the slicer is cleaned. The plug should be pulled out on an electric slicer, and the gauge turned to zero before cleaning. This position will close the blade on most machines. Care should be taken so that the hands do not directly contact the edge of the cutting blade. The blade should be cleaned from the center out, and a protective cloth held in the other hand to rotate the blade.

Bread slicers. As with any slicing machine, care must be exercised when using the bread slicer. Use a push stock to shove end pieces through. If any slices get stuck, turn off the machine before attempting to salvage them. Operators should shut off the machine and wait for it to stop coasting before cleaning bread ends away from the blade.

Grinders. Meat and food grinders should have long, narrow necks so that there is no way for the fingers to come in contact with the cutter. A wooden pusher should be used to force material into grinders.

Vegetable peelers. There is nothing particularly hazardous in operating a vegetable peeler. It works somewhat on the same principle as a washing machine. Vegetables are whirled around in a covered metal bowl until the skins are rasped off by the rough sides of the bowl.

Miscellaneous machines. Dishwashing machines, pumps, carbonators, fans, and refrigerating units do not present any outstanding hazards. Care should be taken, however, that exposed gears, chains, sprockets, belts, and pulleys are guarded if there is any chance employees might come in contact with them. Also, adequate protection should be provided for the type of refrigerant used. Hot water storage tanks should be equipped with safety valves to provide a release for excess pressure.

If machine-operated dumbwaiters are used, a bell should ring as the dumbwaiter approaches the landing. Ideally, there should be a door on the chute that only opens when the dumbwaiter is at the landing.

Electrical Safety

It is very difficult to keep kitchen floors dry because of spills, steam condensation, and melting ice. Thus, it is vitally important for the safety of all employees that electrical fixtures and apparatus be protected. The frames of all electrically operated machinery should be grounded. This can usually be done by attaching a wire to the frame of the machine and then to a good ground, such as a water pipe or grounded conduit.

Prompt repairs should be made on any electrical equipment that gives a "shock."

Public Liability Hazards

Injuries from defective equipment and falls are the two most costly public liability hazards. Spilled food or water, tracked-in rain or snow, and poorly mopped floors are the main causes of customer falls. The customer may also receive injuries from splinters in tables and chairs, chips in glass counters, stools and chairs that collapse, and splinters in entrance doors.

To minimize these risks, the restaurant operator should observe the following rules.

1. Chairs and tables with broken parts, splinters, rough edges, or loose joints should be removed from service.
2. Food spilled on the floors should be mopped up immediately.
3. Where there is a drinking fountain, there is usually a wet floor. This area should be mopped often.
4. The area inside the entrance doors should be mopped frequently during rainy and snowy weather. Some restaurants place rubber mats on the floor in such weather.
5. When a dish of food is dropped, a chair should be placed over it, and an employee should stay with it until someone brings a mop, broom, and pan.
6. Only a small area of floor should be mopped at one time, and this should be dried immediately. Some restaurants have one employee using the wet mop and another employee following close behind with a dry mop. This not only speeds up the mopping operation, but also prevents customers from walking on the floor before it has been dried. Another method is to rope off an area by arranging chairs to keep customers from entering the area.
7. All defects in carpet or other floor covering that might make someone trip should be repaired promptly.
8. Do not hand cups, bowls, or plates containing hot liquids or foods directly to guests. Warn the guests of hot dishes, and place the dishes in front of the customer. Protect food from foreign particles. If an article is broken near containers of food, remove this food from service.

Fire Hazards

Fire in a restaurant means the chance of serious injury to employees and customers, as well as damage to furniture and equipment. Large and medium-sized cities generally have very strict fire codes for restaurants that must be observed, but fires still happen. The manager must always be on the lookout for potential fire hazards and be ready to immediately eliminate them.

Small restaurants must have at least two exits. All exits and passageways leading to exits must in good repair and unobstructed at all times. Fire extinguishers and other firefighting equipment as required by local authorities must be in good working order and in their proper places.

Many restaurants now have automatic fire protection systems, which are integral parts of the overall ventilation system. Automatic fire extinguishing systems are fixed pipe sysems with strategically placed nozzles which release inert gases, dry chemicals, or fine water sprays to extinguish the fire. They should be inspected every six months.

Waste paper and other flammable trash should be disposed of properly and not be allowed to accumulate around electric motors or machinery, against steam pipes, within 10 feet of any stove or broiler, or in any place where flammable products are stored or used. Employees should be trained to promptly pick up any matches or other articles that might start a fire.

The manager must make sure that all gas-fired kitchen equipment and gas lines are kept in good repair and free of leaks. Electrical equipment and cords must also be maintained in good and safe condition.

Decorations of paper, cotton, cloth, or other combustible material should never be attached to light wires, globes, fixtures, heater pipes, or within 3 feet of an open flame. Electric cords should never be hung on, fastened with, or come in contact with nails, staples, hooks, gas or water pipes, machinery, or other metal supports. Wires and lamps should not be in contact with curtains, furniture, boxes, packing crates, barrels, machinery, posts, or other fixtures. Wire bulb guards should be put on all bulbs that are close to stored material or that may be bumped during the handling of goods. Clear plastic shields should be placed around fluorescent light bulbs. Major installations of electrical or gas materials, fittings, or fixtures must not be made nor should materials and work be paid for until the project is approved by the proper authorities and inspectors.

Making Employees Safety-Conscious

Insurance premiums paid by restaurants have been rising dramatically for a decade, and there seems to be no relief in sight. In some states, restaurants have dropped their workers' compensation insurance because of high premiums.

Lawsuits by injured customers and employees can ruin a restaurant. Therefore, making employees safety-conscious is more important than ever before. Correcting hazards and drawing up rules for safe practices is only a start towards a safe work environment. Employees must be trained to follow these rules, and departures from safe procedures should be immediately called to the worker's attention and corrected.

Every employee should be instructed from the first day on the job about the hazards connected with the work and the safe practices that will prevent injury to her/himself and others. This initial instruction should be followed up by constant reminders, by employee meetings, and by safety posters and films. Many restaurants now have a safety officer, whose duty is to help the store keep abreast of safety trends and help correct problems as they occur.

Now that restaurants and bars are increasingly being held liable in accident and damage suits for serving excessive alcohol to patrons, many establishments require that all bar and service personnel take and pass alcohol server training courses to reduce the likelihood of any employee serving alcohol to an already intoxicated person, and to learn the best methods of dealing safely with intoxicated persons.

From national and local safety councils, state and municipal departments of labor, equipment manufacturers, and insurance representatives, the restaurant manager can obtain posters and other material showing the need for safety rules and how accidents are prevented. The federal government requires that certain posters be posted in the workplace, including "Job Safety and Health Protections."

In many communities, classes in food handling and accident prevention are given by the local health department and state or local restaurant associations. Successful completion of the course is sometimes required of restaurant managers by the local health department.

Questions

1. List the five functions of restaurant operation in which safety hazards exist.
2. a. What are the most common types of accidents?
   b. Which accidents cause the greatest loss of time and money?
3. a. When do most accidents occur?
   b. Why is this of concern to the management?
4. What causes the safety hazards usually associated with receiving and storing goods?
5. What causes the majority of cuts that occur while preparing foods for cooking?
6. When a knife falls, what should the person using it do?
7. What types of accidents occur most often when cooking foods?
8. Describe the procedure for lighting a gas oven.
9. In serving foods, what are the most common types of accidents?
10. How should the traffic between the kitchen and dining area be arranged?
11. According to the text, what procedure should be used for removing steam table trays?
12. Which machines have caused the most serious injuries in restaurants?
13. How should a meat slicer be cleaned?
14. Name the two most costly public liability hazards.

Activities

1. Find out the safety rules used at a specific local restaurant. Report on how they are similar to the rules listed in the text, and how they differ from the rules listed in the text.
2. Contact the sources for safety information discussed in the text. Plan a safety meeting based on the materials you are able to obtain. Present this program to the class.
3. Report on how employees of a specific restaurant could be made more safety-conscious and more aware of actual hazards.

16

Personnel Policies

Objectives: After completing this assignment, you should be able to—

1. *understand the principles followed in formulating personnel policies for a restaurant and*
2. *discuss the five basic elements found in all job descriptions.*

To enjoy success, a restaurant organization must have skillful, motivated, and loyal employees who work together as a team. High-tech equipment, luxurious decor, expensive ingredients and high-paid chefs are of little value if the rest of the work force is undermotivated, not properly trained and treated, and/or underpaid.

The establishment of personnel policies is the cornerstone in the development of a winning organization. The principles of selecting, training, and evaluating employees are common to small and large restaurant operations.

Formulating Personnel Policies

Effective personnel policies have the following essential characteristics.

Policies should be definite. A statement of policy should be clear and understandable, leaving no room for doubt as to what procedure is correct under specific conditions. Policy statements should be in writing. Written statements allow less opportunity for misinterpretation and variation than oral ones. A written policy is likely to be more clearly stated and more definitely understood.

Policies should be consistent under similar circumstances. They should be applied consistently, and no exceptions of procedure under similar conditions should be allowed. A policy soon becomes ineffective when employees learn that it isn't followed consistently.

Policies should be flexible enough to meet changed conditions. New circumstances arise, and consistency in policy application implies enough flexibility to handle the new problem wisely. Rigid policies which can't adapt to varied circumstances defeat their own purposes and become useless. Flexibility must not be carried to the point of violating the rule of consistency. Intelligent, unbiased management can always decide whether a given policy applies to a given situation. When changes are necessary, they should be made, but they should then be applied consistently.

Policies should be practical. They should be realistic. Unattainable or impractical aims shouldn't be formulated into policy. Managers shouldn't create policies that sound good but to which they have intention of adhering—this will lead to a lack of confidence and breed skepticism in both employees and the public. At the same time a policy is established, procedures for carrying it out should be set up. For example, a policy of promoting from the ranks must be accompanied by a procedure of preparation for vacancies and notification of their occurrence. This will ensure that employees have a fair chance to get a better job.

Some of the more important personnel policies needed for successful operation follow.

1. The work environment should be pleasant, and management should take a personal interest in employees.
2. Workers should have sanitary working conditions that are well lighted, clean, well equipped, and well ventilated; have adequate lockers; and have a lavatory and pleasant, well-kept bathroom.
3. Hours must not exceed maximum state hourly limits, union hourly regu-

lations, or prevailing hours in the community.

4. Equivalent time off should be provided if employees work on a legal holiday or a Sunday.
5. Wages should meet minimum wage law requirements and prevailing wages for similar work in the community. Where employees are organized, wages must meet union scale. The wage scale should increase as certain requirements of the job increase. Many employers classify jobs on the basis of these requirements and set minimum and maximum rates for each classification.
6. Workers' compensation and group insurance should be made available to employees. The steady rise in insurance premiums has curtailed this practice; in many cases, neither the restaurant nor the workers can afford to pay their respective shares of the premiums.
7. Protection and maintenance of health is important. Healthy workers are more cheerful, have fewer accidents, and miss work less often than workers who are below par. Good working conditions, reasonable hours, and vacations contribute to good health. Some operators even continue to pay wages during short-term illnesses. The restaurant should have a complete first aid kit for minor accidents. More serious work-related injury and illness should be treated immediately by a physician.
8. Uniforms are furnished and laundered by most restaurants. Attractive uniforms inspire pride.
9. Vacations with pay for full-time employees after a year of employment should be part of any sound personnel policy.
10. Promotions are an incentive to good, steady work and to a positive attitude. If vacancies occur in key positions, they should be filled by present employees, not outsiders.
11. Employees who do good work should be assured of job security.
12. Every employee should clearly understand what is expected of him or her and to whom he or she is responsible. This prevents friction.

Job Analysis

To select employees intelligently, the manager must carefully analyze the requirements of each job. This may involve making a job description, job specification, and job breakdown. Each of these helps in evaluating the job, selecting the employee, and providing training.

A job description should include the job title, name of the immediate supervisor, a brief statement of the job purpose, and a list of duties and responsibilities.

The purposes of a job description are (1) to provide mutual understanding between worker and supervisor as to just what the job is and (2) to provide information for determining job specifications and job breakdowns (see fig. 1).

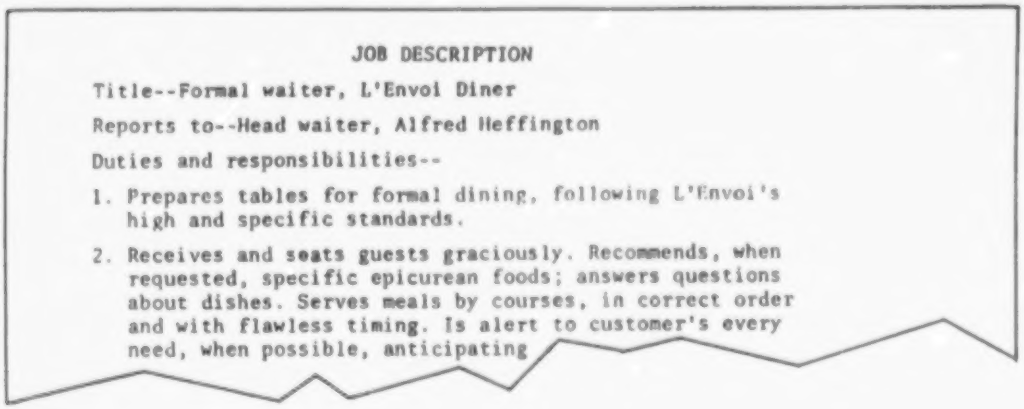
A job specification sets forth specifically what kind of person it takes to do a job (see fig. 2). The purposes of a job specification are (1) to provide essential information for hiring the right people for the right jobs and (2) to provide information for the job evaluation process.

A job breakdown is a listing of the logical steps and best methods for accomplishing each task or duty set forth in the job description. Its purpose is to provide a working document for the supervisor and worker for effective worker training (see fig. 3).

Job evaluation is the process of studying job descriptions and specifications to determine levels of responsibility and job competence.

Mental Requirements

Jobs vary widely as to the mental abilities required to perform them. Specifications for each job should state the level of mental ability and general education required by the job. The job specification should set forth job requirements in terms of intelligence, general mental ability, education, and concentration required to do the job. For example, compare the mental requirements of a cook who must prepare forty to fifty complicated menu items with those of a specialty cook who has to prepare only one or two items.



JOB DESCRIPTION

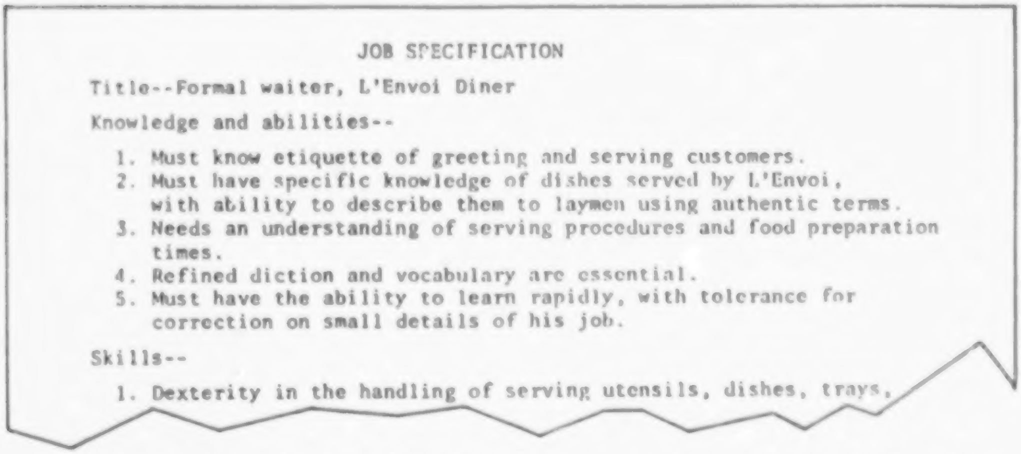
Title--Formal waiter, L'Envoi Diner

Reports to--Head waiter, Alfred Heffington

Duties and responsibilities--

1. Prepares tables for formal dining, following L'Envoi's high and specific standards.
2. Receives and seats guests graciously. Recommends, when requested, specific epicurean foods; answers questions about dishes. Serves meals by courses, in correct order and with flawless timing. Is alert to customer's every need, when possible, anticipating

Fig. 1. A job description briefly tells what a worker does.



JOB SPECIFICATION

Title--Formal waiter, L'Envoi Diner

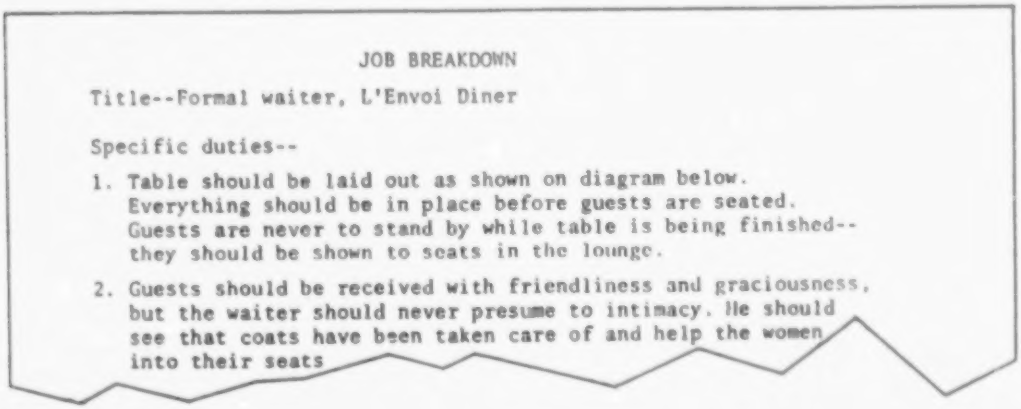
Knowledge and abilities--

1. Must know etiquette of greeting and serving customers.
2. Must have specific knowledge of dishes served by L'Envoi, with ability to describe them to laymen using authentic terms.
3. Needs an understanding of serving procedures and food preparation times.
4. Refined diction and vocabulary are essential.
5. Must have the ability to learn rapidly, with tolerance for correction on small details of his job.

Skills--

1. Dexterity in the handling of serving utensils, dishes, trays,

Fig. 2. A job specification is helpful in selecting an employee to do a particular job.



JOB BREAKDOWN

Title--Formal waiter, L'Envoi Diner

Specific duties--

1. Table should be laid out as shown on diagram below. Everything should be in place before guests are seated. Guests are never to stand by while table is being finished--they should be shown to seats in the lounge.
2. Guests should be received with friendliness and graciousness, but the waiter should never presume to intimacy. He should see that coats have been taken care of and help the women into their seats

Fig. 3. A job breakdown is useful in training workers and in evaluating the difficulty of a job.

Skill Requirements

The value of a skill is generally determined by the amount of time required—whether hours or years—to acquire the skills to do a given job. Most food service jobs require a high degree of manual dexterity (ability to use the hands). Examples are cook, waitperson, busperson, bartender, and cashier. In job evaluations, the level of skill required is determined by how long it takes a qualified person, under a good supervisor, to learn how to do the job satisfactorily.

Physical Requirements

In food service establishments, physical requirements are measured by such factors as prolonged walking or standing, lifting ability, speed of work, endurance, vision, hearing, and general health needed for the job. Waitpeople, hosts, and cooks all do a tremendous amount of walking and standing, as compared to employees in other industries. Such physical demands are important factors to many workers in deciding whether to accept or reject a given job and must be considered in a job evaluation.

Responsibility

Responsibility involves accountability for the food and service, sanitation, effective relations with others, materials, equipment, money, and so forth. One of the simplest ways to determine the level of responsibility required in a particular job is to consider the costs and consequences of an error—its effect on time, money, materials, abuse of equipment, damage to equipment, and customer satisfaction. Obviously, the responsibility of managerial or supervisory personnel held accountable for the quality and quantity of the work of others is greater than the responsibility of the individual workers under them.

Working Conditions

Working conditions have a tremendous impact on worker satisfaction and become an important factor in evaluation. Any environmental condition that adds to or detracts from worker comfort or pleasure must be reckoned with in job evaluations. Workers also place a high value on the fairness, amount, and kind of supervision and training they receive.

Size of Staff

The number of employees needed is affected by such factors as the type of service, menus, layout, laborsaving equipment, number of meals served, and customers served per meal. Because of great variations in all these factors, it's impossible to predict the personnel requirements for an individual restaurant, other than to note that a fast-food or cafeteria operation is going to serve more meals per employee than a full-service restaurant. A restaurant's labor requirement is sometimes expressed in terms of minutes of labor time per meal served.

Questions

1. What are the four essential characteristics of personnel policies?
2. Why should personnel policies be in writing?
3. What does a job description include?
4. List the two purposes of a job description.
5. What is a job specification?
6. What is a job breakdown?
7. List the five basic ingredients in all jobs.
8. In a job evaluation, what determines the level of skill required?
9. What determines the number of employees needed by a food service operation?

Activities

1. Find out whether a specific restaurant has a written list of personnel policies. Ask the manager for a copy. If the restaurant doesn't have a written list of personnel policies, ask the manager, when she or he has time, to discuss the restaurant's personnel policies with you. Report on your findings.

2. Using the information and illustrations in the text, make a complete job analysis of three work positions in a specific restaurant. Ask the manager to go over these with you. As an alternative, find out if the restaurant has such job analyses. Report on your findings.

17

Selecting Personnel

Objectives: After completing this assignment, you should be able to—

1. *explain how to attract qualified applicants;*
2. *tell how to evaluate written applications; and*
3. *describe how to conduct personal interviews in order to pick the right person for the job.*

Being able to select the right person for the right job is one of the most valuable abilities a restaurant manager can have. Although the job turnover rate in the restaurant industry is high, especially in the entry-level positions, the perceptive manager can minimize the cost and disruption that job turnovers cause by identifying and hiring stable, dependable candidates who will always work their shifts, won't steal, and won't walk off the job with little or no notice.

A high rate of employee turnover costs the restaurant money because of the extra employee work hours involved in training new employees, plus the mistakes and inefficiency that come along with training. Low employee morale often accompanies a high turnover rate. Employees who like their jobs don't leave.

Sources of Employees

The restaurant manager has several sources for obtaining employees: friends and acquaintances, his or her own employees, employment agencies, classified advertisements, and walk-in applications.

Friends and acquaintances. Friends and acquaintances are sometimes able to recommend prospective employees. Their recommendations are usually made with the needs of the business in mind and are made by persons who wouldn't knowingly sponsor unsuitable applicants.

Present employees. Employees are good sources of recruitment. Being thoroughly familiar with employment conditions and needs, they are in an excellent position to match a person with a job.

Employment agencies. There are public and private employment agencies. Every state has some form of employment commission or service that is organized for the benefit of both employers and workers. Private employment agencies charge either the employer or the applicant a fee for placement.

Newspaper advertisements. Most restaurants recruit employees through classified newspaper advertisements. The ad should state clearly—

1. the type of job, location, and working hours;
2. why the establishment is a good place to work and why the job is a good one; and
3. where and to whom an applicant can apply, including the phone number to be called for more information.

Other sources. In addition to these conventional channels for hiring, some managers looking for recruitment assistance go to—

1. educational institutions;
2. charity institutions;
3. religious, civic, welfare, and service organizations;
4. vocational counselors in schools; and

Parts of this assignment have been adapted from *Establishing and Operating a Restaurant.*

5. vocational programs, such as marketing education.

The Application and the Applicant

No matter how the applicant is obtained, certain information should be obtained:

- Name, address, and telephone number
- Date of birth
- Social security number
- Sex, race, and marital status
- Person to notify in case of accident
- Position desired
- Previous work experience
- Health card where required by law

Studying the Application

Careful study of a written job application can tell you much about a person, such as personality and character traits, drives, motivations, job interest, and dependability. A manager should study the applicant's family situation, unusual gaps in the employment record, tenure in various jobs, and whether there has been progressive promotion or just "job-hopping."

Outside interests and hobbies may indicate how an applicant fits a job. Family situation and number of dependents can be significant in determining needs or emotional stability.

It is important to check references. Employing a person represents a large investment. A person may indicate on his resume that he is qualified for a job, when a careful check of his references indicates that he is unsuitable. The manager should ask certain questions regarding employment record and wages, what kind of employee the applicant was, what her strong and weak points were, and how well she got along with others. Although it takes time, patience, and skill to check references, they are often the best and most reliable sources of information about an applicant.

Personal Interviews

After narrowing down the field of applicants, the manager will want to personally interview the top handful of candidates, based on study of their applications and references. A decision can be made during the interview as to the suitability of the prospective employee in regard to appearance, language usage, alertness, and general attitude.

In a good personal interview, the employer takes time to discuss carefully the job qualifications with the applicant, and through friendly discussion, determines how well the person meets these standards. Figure 1 lists some questions that might be used when interviewing a person for a position as waiter. The manager should be able to conduct an interview in such a way that it will help him or her match the person to the job.

Question:	*Weigh the answer to determine:*
1. What do you consider to be the most important qualifications of a good waiter? Why?	Does the person understand the full responsibility of the job?
2. Do you feel waiters are usually fair to each other?	What is the attitude toward other waiters; will he or she get along with the others?
3. Why do so many waiters look down on their job?	Will she/he look down on the job?
4. Suppose a guest makes insulting remarks to you. What would you do?	How would the person handle difficult situations? Is he or she easily upset?
5. Suppose the host insisted that you do a certain thing in a certain way when you know definitely there is a better way. What would you do?	What is the attitude toward supervisors? Toward authority? Would the person be stubborn?
6. What do you think about waiters who change jobs often?	Is he or she a "job-hopper"?
7. Please pardon this personal question, but why did you decide to apply for this job?	What motivates this person? Will she or he be with you a long time?

Fig. 1. Examples of questions that could help in matching an employee to a job. (Courtesy of the Texas Restaurant Association)

Once the decision has been made to hire the applicant, the following points should be discussed and agreed upon in a personal interview:

- Date on which the applicant can start work
- Hours and wages
- Total hours per week
- Overtime hours and wages

- Days off
- Meals allowed, including restrictions

This information should be entered on the application in the interviewee's presence, so that she/he understands every point in the agreement. This is essential for the protection of both employer and employee.

At the same time, the new employee should also fill out his or her W-4 form as required by the Internal Revenue Service and the Employment Eligibility Verification (Form I-9) as required by the Immigration Reform and Control Act of 1986.

Requirements and Qualifications

Physical requirements. Physical ability and aptitude for handling tools and equipment are needed in restaurant work. When selecting employees, look for physical aptitudes that will enable the employee to develop the required skills.

Good posture is important, as well as clean skin and clean, well-kept hair, hands, and nails. These indicate clean personal standards. Good vision and hearing are also necessary. Employees who must stand or walk for long periods of time must have feet that are in good condition. Employees with varicose veins can seldom bear the strain of active restaurant jobs.

The general health of prospective employees is important if absenteeism is to be avoided and labor turnover reduced. Some restaurants require a full physical examination and/or drug-screening test before final employment. It is important that food handlers and servers be free of tuberculosis and other communicable diseases.

Educational qualifications. Many jobs call for specific educational background, but all general service employment has certain minimum requirements, such as literacy and ability to add, subtract, and multiply. Most restaurants also require a high school diploma or GED certificate for all but the lowest-level positions. The mental abilities necessary for various jobs differ widely. When looking at prospective employees, it's important to think of their qualifications for the job under immediate consideration and for possible promotion.

Personal qualifications. People who work together as a team must be emotionally stable. Emotional stability and maturity are essential in restaurant employees if friction is to be avoided and if the organization is to function smoothly under the tension that develops during periods of heavy, fast work. Bickering, loud accusations, sulking, and hysterical scenes disrupt any group. The employee who is suspicious of others or desires constant attention is likely to be a troublemaker and an undesirable worker. Habits of steady, thorough work are necessary so that the proper routine can be carried out without extensive supervision. Energy, conscientiousness, and cooperativeness are desirable attributes for every employee.

Questions

1. Name sources the restaurant operator can use to obtain employees.
2. What information should a classified newspaper ad clearly state?
3. Why should the written job application be carefully studied?
4. Why should references be checked?
5. What is the value of the personal interview?
6. What are the basic requirements and qualifications for any restaurant employee—physical, educational, and personal?

Activities

1. Obtain samples of the employment applications used by different food service operations in your area. Make a report comparing the applications. Tell which one you think is most useful, and explain why.
2. Make a report describing the qualities you would look for during an interview with applicants for the following jobs: busboy, waitress, cook, salad maker, cashier, and hostess.

18

Employee Training

Objective: After completing this assignment, you should be able to explain the reasons for proper employee training at a restaurant.

Employee training is essential to successful restaurant operation. A business will not succeed unless it is operated by a staff of workers who know their jobs thoroughly and perform them efficiently. Labor costs are often second only to food costs in a restaurant's budget.

Training is an ongoing concern and process in every organization. Universal training demands include the training of new employees, stimulation of experienced workers, preparation of qualified individuals for new positions of greater importance, and accommodations to the inevitable changes that will occur in systems and methods of operation, such as expanded hours, menu, or restaurant size, the introduction of a new computerized timekeeping system, or new kitchen equipment. In some food service operations, fully organized training programs are created to meet each problem or new situation. In others, training goes on in an unorganized fashion, with each problem being solved through trial and error.

What Is Training?

Education has been defined as the effect of the sum total of life's experiences on the individual. Training is a narrower concept, the process of teaching fitness and proficiency in a specific job or task. It is a shortening of the educational process by focusing attention on a specific problem or situation. Organized training includes a systematic teaching and drilling based on a thorough study of the nature of the materials to be learned, the teaching methods, and the individuals to be taught.

The process of learning through education and training may be illustrated in a simple example.

An applicant with no previous wait experience is hired as a waiter. He is put to work immediately without training, being told merely to observe other waiters and do as they do. In a given period of time, the new waiter will, by trial and error, learn the restaurant's system and develop some sort of personal system for serving customers. The length of time required for this learning process will depend on the individual. The effectiveness of his learning will be a matter of chance, depending on how well and what the new waiter observes and how he applies himself. Naturally, mistakes will be made along the way, possibly costing the restaurant valuable customers and profits. If the experienced wait people employ efficient methods and the newcomer has keen powers of observation and application, he may eventually become an efficient waiter.

The same new waiter could achieve proficiency much faster and at less cost to the company through a well-planned training program.

In large chain operations, new employees often receive classroom training, followed by on-the-job training in either a functioning or training store. The new employee should receive a complete written description of her job, be shown the tasks involved, and have the opportunity to practice approved methods before beginning work, under the guidance of a manager, supervisor, or trainer.

This preliminary training should be followed by a well-planned work initiation procedure where the employee's performance is monitored and shaped according to company standards by supervisors, trainers, or experienced peers.

Finally, an effective follow-up system will make certain that the new employee continues to practice the best methods in performing her duties. Some companies maintain a training card for each employee, as a record of employee progress that documents job stations where the employee is competent, refresher training, special achievement, and attendance.

Advantages of Training

Organized, planned training serves two valuable purposes: (1) to shorten the learning period and (2) to make learning more effective.

Increased production. Training helps employees achieve efficiency in a minimum amount of time. With planned training, new workers can be taught the best methods in a much shorter time than possible under a trial-and-error procedure. Training speeds an employee's knowledge of restaurant procedures, increases her knowledge of foods and service, and improves her ability to deal with customers intelligently. These factors contribute to greater productivity.

Reduced labor costs. Increased efficiency and greater production are associated with lower operating costs. By shortening the learning period, new employees reach the level of profitable productivity sooner. Well-trained workers are more efficient, and efficient workers cost less than inefficient ones.

Increased individual earnings. Trained workers are more productive, and hence more valuable to the restaurant. Such workers are normally paid higher salaries.

Increased job security and less labor turnover. Labor turnover is usually less among trained workers. Training logically increases job security. Managers generally dislike losing trained workers and will retain them long after they have been forced to dismiss the untrained workers. Trained employees who feel management has a genuine interest in them are less restless than untrained workers, and less inclined to be continually looking for better jobs elsewhere.

Less need for supervision. The more management instructs employees in successful operating methods, the less supervision is needed to see that these principles are carried out. Restaurants will always need supervisors, but training tends to lessen their tasks by cutting down on the individual instruction necessary.

Improved employee morale. Intelligently applied training methods create confidence and goodwill in employees, which results in good employee morale. There is a distinct correlation between morale and labor turnover. Well-trained employees are more enthusiastic about their work because their effectiveness has improved. Untrained employees are likely to do things their own way, and those ways will reflect their own personalities, which may often clash with the personality of the restaurant. If this is the case, employees will lack incentive to cooperate for the good of the operation.

The employee's fear of dismissal is lessened when the restaurant trains him to better himself as a person, as well as his production. An investment in the human element of a restaurant is as important as an investment in new fixtures or new equipment. Such investments will produce profits if they are planned and if wise use is made of them.

Another way in which training can improve morale is to ensure the proper adjustment of the new employee to her work. Experiences of the first few days or weeks have a lasting effect on the new employee's attitude toward her work. Training is one of the best orientation processes, for it helps employees make a rapid adjustment to their new surroundings.

Smart companies also have a reward system for employees. Recognition for good work is one of the most important rewards a manager can give. Rewards may take the form of a pay bonus, promotion, or prize.

Crosstraining and Teams

Crosstraining and the concept of employee "teams" is now common, especially in fast-food franchise operations, where the menu is fairly limited and each job is not overly complicated. In crosstraining for instance, a cashier can be trained to do busboy work when necessary, or cut lemons and make tea and coffee. Or a manager or shift supervisor can work as cashier, busboy, or line cook as necessary. The team concept employs crosstraining and emphasizes working and thinking as a team with the joint goal of getting food and drink as quickly and graciously as possible to the customer. Team members help each other out, so that no one gets swamped while his or her peers stand idly around.

Questions

1. What are the universal training demands?
2. What is *training*, and how is it different from education?
3. What are the two purposes of training?
4. How does training help the employee?
5. How does training reduce labor costs?
6. How does training reduce labor turnover?
7. How does training improve employee morale?

Activities

1. Obtain a copy of a training manual from a restaurant. Go through it to find ways in which the training is designed to provide the advantages of training discussed in this assignment. Write a short paper on the subject.
2. Develop a training handbook for a new waitperson, trying to obtain some of the advantages mentioned in the text.

19

Motivating and Supervising Personnel

Objective: After completing this assignment, you should be able to use the text as a guide in writing your concepts of how to motivate and supervise employees in a restaurant.

Employee productivity is a key factor in the profitability of any business. It is especially critical in the food service industry, where profit margins and employee wages are generally low, and the work force is young and unstable. There is a vast difference between the quality and quantity of work performed by the motivated employee, who gets satisfaction from doing a good job, and the bored, unmotivated employee, who does only that which is necessary.

It is every manager's dream to have a highly motivated work force. For this reason, thousands of books and articles have been written and videos produced on worker motivation, and thousands of seminars, workshops, courses, and meetings are held annually trying to achieve it.

The dictionary defines *motivate* as "to stimulate to action; provide with an incentive or motive; impel; incite."

There is no "magic bullet"—no simple solution—to the problem of motivating workers, because human behavior is so variable. Although there are no set methods or procedures that work in all situations involving human beings, there are some basic concepts, principles, and techniques that, if mastered, enable managers and supervisors to better motivate others.

The Nature of Motivation

Motivation comes from within the individual worker, and is the result of his reaction to his total work environment, which is composed of his job, supervisor, fellow workers, and working conditions. The individual constantly reacts to her surroundings—psychologically, sociologically, and physically. Positive worker reaction depends on the individual's personal needs (both mental and physical) and on the extent to which her work satisfies these needs. Worker motivation will occur only if the supervisor "sets the stage" to provide these personal satisfactions.

If you wish to be able to motivate employees, you must first study and understand the kind of person you are, with all your strengths and weaknesses. Then you must similarly study and understand the kind of person each of your employees is, and the nature of the worker's reactions and attitudes toward the total work environment. You must be able to put yourself in that person's place in order to understand his or her reactions. How an employee feels about the total work environment will determine, for the most part, how well he/she works.

Employer-Employee Relations

Good human relations, as well as clearly defined personnel policies, are considered important factors in maintaining a loyal, efficient staff. Sound personnel policies remove the sources of most employer-employee difficulties because sound policies give the employee the security she or he needs and eliminate unpleasant features of the job. Here are some basic guidelines for developing satisfactory human relations.

1. *Provide an official induction.* A large percentage of personnel turnover occurs during the first month of employment.

Reasons given for leaving indicate that a new employee feels the need to be welcomed into the organization; to be shown her way around; to be assigned specific rest periods, lunch hours, and days off; to have a clear explanation of policies and of payroll deductions; and, most important, to be introduced to the people with whom he is to work.

2. *Criticize tactfully*. When criticism is necessary, it should be made in private, not in front of other employees or customers. The successful manager makes sure the worker understands the reason for a reprimand.
3. *Handle grievances fairly*. All employees need a chance to talk over the things that bother them. The good manager or supervisor listens sympathetically to expressed grievances. Impartial treatment by the employer inspires a cooperative attitude on the part of the employee which prevents friction and complaints.
4. *Recognize special performance*. Some type of recognition should be given for promptness, good safety records, increased sales, low breakage, long service, and for practical suggestions that help improve work or reduce expenses.
5. *Have and show a personal interest in employees*. Employees should be made to feel that management is interested in them as a person, values them as a member of the group, and, if necessary, will assist them with personal problems as well as business problems.

The Responsibilities of a Supervisor

Since so much of an employee's attitude and work success depends on having a good supervisor, it is obviously important to learn what a good supervisor is. Many of the qualities necessary in a good supervisor are intangibles. That is, they are things that cannot be seen or touched or measured. A quality such as compassion is an intangible. It is possible, however, to observe a supervisor at work and learn how she or he responds to situations and to the people she or he supervises. To whatever extent these responses seem to help create a pleasant and productive work environment, that supervisor is a good supervisor.

Observations of many good supervisors have led to some generalizations about the traits necessary for success as a supervisor. For example, productive supervisors seem to spend a great deal of their time doing actual supervisory work. They do not have so many other responsibilities in the restaurant that their workers are forced to fend for themselves. Instead, they are almost always accessible to their workers and ready to help with problems as they arise, rather than a week later when they "have a minute."

Good supervisors tend to be people-oriented, rather than product-oriented. They are concerned about the product (the food and service in the restaurant), of course, but they know that if the people are content they will use their skills most effectively, thereby creating a good product. The productive supervisor takes a positive attitude toward his/her workers, treating them more as people than as workers. She/he seeks ideas and suggestions from them, knowing that they are often in the best situation to see what needs to be done.

Planning is an important characteristic of the productive supervisor. When things are left to chance, chaos is often the result. The wise supervisor tries to foresee problems and accommodate them in advance.

Finally, the effective supervisor supervises with poise and self-confidence. He/she knows that objectivity will help solve problems and that temper will only worsen them. For a detailed look at the responsibilities of a supervisor, see figure 1.

Leadership Ability

Of all the supervisory qualification requirements, leadership ability is the most important, the most scarce, and the most difficult to measure. A good supervisor is a person who can get her workers to do what she wants done when she wants it done as she wants it done. It helps if they also derive a reasonable measure of satisfaction from doing it. The following are some generally accepted leadership qualities that—although not always measurable—are detectable through the use of proper time, skill, and effort (see fig. 2).

Integrity. All employees want a boss who is basically honest in his work relationships, so that they can depend on what he says. Workers

A good supervisor—

is a good planner—studies past experiences to anticipate work peaks and changes, and schedules employees to meet work needs;

balances the work load among employees;

knows the nature of the jobs he or she supervises and knows what kinds of persons would fill them best;

plays an active role in recruiting good workers through interviewing, checking references, and so forth;

gives special attention to new workers to acquaint them quickly with the job, fellow workers, policies, standards, procedures, and working conditions;

makes accurate breakdowns of jobs—the step-by-step-step procedure for efficiently doing a job—and uses these breakdowns to train new employees or retain old workers;

studies the management and establishment and knows, observes, and enforces the objectives, policies, standards, and procedure;

fairly represents the establishment to the employees and handles the difficult job of "go-between" in employee-employer matters with objectivity;

keeps his/her boss informed at all times of the activities, progress, and problems within the area;

establishes and applies performance standards for all jobs she/he supervises, keeping employees informed as to how well they are doing, what they do well, and where improvement is needed;

understands wage policy and rates and makes sure workers understand them;

listens to workers' complaints and suggestions and takes prompt action whenever indicated;

ensures the availability and accessibility of all materials and equipment needed by employees;

is a good counselor for employees regarding their job and personal problems;

encourage good health habits, personal hygiene, and proper grooming and dress among employees;

maintains discipline, good conduct, and strict adherence to standards, and promptly but fairly corrects deviations or infractions;

studies the department and makes carefully thought-out recommendations for improvement;

is sensitive to the wasting of time, materials, methods, and equipment and seeks to prevent waste;

is sensitive to customer satisfaction and sees that workers know the need for satisfying customers;

understands the responsibilities of other departments and willingly cooperates with them;

respects the right of all workers to advancement, dignity, and self-respect;

safeguards the confidences of workers;

pursues a program of self-improvement and self-development;

is emotionally stable and is well adjusted;

and likes the work and derives mental satisfaction from it.

Fig. 1. Supervisors have many responsibilities.

Famous Last Words **(not this way)**	**The Words of a Leader** **(but this way)**
. . . good morning	GOOD MORNING!
Now let this be a lesson to you.	This error caused a lot of trouble.
How many times must I tell you?	Did you understand my instructions?
Now let me tell you something.	There is something I must discuss with you.
Your personal problems mean nothing to me.	What seems to be the trouble?
I've put up with you long enough.	This restaurant cannot tolerate your work record.
You're already paid more than you are worth.	Why do you want more pay?
You're the best worker I have.	You handled a difficult guest very nicely.
Not that way!	There must be a better way.
I don't care what you think!	Have you any ideas?
It's too late to back up now.	Are there other facts on this problem?
It's that or else.	What is your thinking?
I do the thinking around here.	I believe with your help we can lick this problem.
You're a sorry worker.	Your work is unsatisfactory.
I am running this place.	It is my responsibility . . .
Give 'em an inch and they'll take a mile.	Workers generally want to do the right thing.
These people don't want to work.	There must be some reason for their lack of interest.
Don't say anything about it, but...	(silence)
My mind is made up.	Any other facts will certainly be considered.
I don't need your help.	We want your suggestions.
You've got to drive 'em.	Lead them!
I won't stand for it.	I expect to look into it further.
I must let her go.	I must talk with her.
You're fired!	We can't use your services any longer.
The roast was terrible today.	What happened to the roast?
Doggonit! How many times must I tell you to be polite.	Our guests expect us to be pleasant.
He's naturally lazy.	I must crank him up.
Unless I raise h---, you're doing all right.	I will discuss your work with you often.
They're just low-class people.	There's something wrong with our supervision.

Fig. 2. The proper wording can mean the difference between satisfied and dissatisfied employees.

quickly sense and resent deceptions, broken promises, and double-crossing on the part of a supervisor.

Social sensitivity. A good leader has a feeling of empathy and responsiveness to the feelings of other—the ability to put herself in the worker's place and feel as he does, without losing her own identity or her sense of supervisory responsibility. Unless the supervisor has this sensitivity, he is likely to ignore the feelings of his workers and will be resented.

Objectivity. An objective leader is able to restrain and control her own emotional reactions and to not inject them into his decisions and actions. For example, the supervisor with objectivity is not unduly disturbed by criticism of her work, and she never jumps to conclusions. She insists on all the facts from both sides before she decides and acts.

Emotional maturity. An important quality of leadership is self-control or the ability to adjust to unpleasant but necessary realities of life and work situations. A person who is emotionally mature is more apt to think logically. The emotionally mature supervisor has a positive, constructive outlook on life and work. He does not evade realities or responsibilities.

Questions

1. Why is there no single solution to the problem of motivating workers?
2. According to the text, what two factors are considered important in maintaining a loyal, efficient staff?
3. Where should criticism of an employee take place?
4. What is the most important quality for a good supervisor to have?
5. Name four qualities of leadership.
6. What is meant by *objectivity*?

Activities

1. Interview the managers of two or three different food service operations. Ask them to discuss how they motivate employees. Write a report comparing what the three managers had to say. Were their comments different from the text? If so, how?
2. Ask one manager what she or he looks for and expects from a supervisor. Compare that answer with the text.
3. Write a paper on how you would motivate and supervise employees in your own restaurant.

20

Tax Records

Objective: After completing this assignment, you should be able to tell what to include in a bookkeeping system for the most common tax records.

Restaurant operators must keep certain records in order to comply with tax laws and regulations. Records must be kept for federal income tax, social security tax, unemployment taxes, city and state sales tax, state income tax—and these are only the most common taxes levied. The list of all the taxes a restaurant owner has to pay goes into the dozens. Because of the ever-changing nature of federal, state, and local tax laws, this assignment limits itself to only a basic discussion of the most common taxes a restaurant manager will have to deal with in the course of his or her job.

Federal Income Taxes

You can't even begin to cover all the complex problems that arise in connection with preparation of a federal income tax return. Some of the basic records a manager keeps will be useful in completing an income tax statement, and even though the manager may have nothing to do with the preparation of the restaurant's tax forms, much depends on the accuracy of the business records kept. Most necessary data can be copied directly from the annual profit-and-loss statement. Federal income tax forms to be filed depend on the form of ownership.

Federal Insurance Contributions Act

The Federal Insurance Contributions Act (F.I.C.A.) is a tax program that funds our social security insurance program. This program is applicable to employers with one or more employees. Employees contribute a certain percentage of their income to the fund, which is matched by the employer.

The amount of wages on which the tax is figured includes the money wage, meals, lodging, tips, or other considerations given in payment for services rendered.

Income Taxes Withheld from Wages

Every business person who pays wages to one or more employees must deduct and withhold specified amounts from the wages of the employees for federal income taxes. The employer acts as an agent of the government in collecting income taxes.

Every employee is required to furnish his or her employer with a signed income tax withholding exemption certificate, Form W-4, which contains necessary information so that the employer can compute the employee's exemptions and the amount of withholding tax.

Employers must furnish each employee with at least two copies of a withholding statement (Form W-2) by January 31 of each year, showing the amount of wages subject to income tax withholding and the amount withheld. This form must also show the amount of wages subjected to F.I.C.A. taxes and the amount of F.I.C.A. taxes deducted.

Employee Records

Even in a small restaurant, a time record is kept showing the regular hours worked each day by each employee and the overtime, if any.

This assignment was adapted from *Establishing and Operating a Restaurant.*

A signed record eliminates disputes between employee and manager. A record of earnings and deductions for each employee must be kept by every employer for required tax reports. Information is taken from application and employment records, and information on earnings is recorded from week to week from the payroll or the payroll receipts signed by employees.

Sales Taxes

General and dedicated retail sales taxes are in effect in most states and cities, but the exact nature of the taxes, tax rate, and other important details varies.

Two main kinds of records must be kept for sales tax purposes, and the problems involved with each can be discussed in general terms. First, the restaurant manager must keep a record of the amount of sales or gross receipts subject to tax and the amount of sales or gross receipts exempt from tax. Second, the amount of taxes to be paid should be recorded. Where the law provides that general sales taxes either may or must be collected from customers, the amount actually collected should be recorded.

The method of calculating the amount of tax due depends on the type of sales tax in effect. In those areas where the operator has to remit the actual amount of tax collected from customers, it's necessary to keep a separate record of the tax collected. Cash registers have a sales tax key on which the amount of tax collected on each transaction can be rung up. Newer, more sophisticated registers calculate and record the sales tax on each transaction automatically.

In the preparation of tax reports required in connection with federal and state income taxes, withholding taxes, social security taxes, and sales taxes, it's necessary to have adequate and accurate records. These records must be kept for at least six years. This imposes a burden of record-keeping that the operator cannot escape. The basic data needed to prepare tax reports will be available if the operator has an adequate record-keeping system. The primary purpose of an adequate set of records isn't merely to provide data for tax records. The fundamental objective of record-keeping is to provide facts that will guide the manager in the successful, profitable management of the restaurant.

Questions

1. What is the Federal Insurance Contributions Act?
2. Who must deduct income taxes from wages?
3. a. When must duplicate copies of withholding statements be given to all employees?
   b. What do they show?
4. How long must pertinent tax records be held by an employer?
5. What is the fundamental objective of record-keeping?

Activities

1. Find out what tax records, both federal and state, a particular restaurant is required to keep and why each is necessary. Write a report on your findings.
2. Discuss with a restaurant manager how sales taxes are collected, accounted for, and paid at the restaurant. Write a report on this subject.

21

Financial Records

Objective: After completing this assignment, you should be able to apply the material given in the text for maintaining financial records for a restaurant.

Accurate, detailed record-keeping is an essential part of a profitable restaurant's operation. Good record-keeping alone won't make a business profitable, but it will help cut losses and maximize profits. Business success and good record-keeping run hand-in-hand.

Records don't have to be complicated. They can be simple and easy to keep, requiring little time. The computer, if properly utilized, can be a powerful aid to managers and owners of restaurants in maintaining and analyzing financial records.

Records kept should provide specific answers to the common questions asked by owners and managers about the state of the business:

- How much business did I do?
- How much net profit did I earn?
- How much were my food costs?
- How much were my true payroll expenses?
- What is my investment in the restaurant?
- What are the trends in sales, expenses, profits; in other words, how is the restaurant progressing from year to year?
- How much stock (inventory) do I have on hand?
- How much money do I owe my wholesalers and others?
- How much cash do I have on hand and in the bank?
- How does my restaurant compare with other restaurants of the same type?

With answers to these questions, the operator knows when something is wrong. He or she knows where an unfavorable condition has developed—whether in total sales, prices, food costs, payroll, or expenses—and is in a position to do something about it.

Some restaurant operators, instead of keeping records themselves, employ, on a part-time basis, an accountant who specializes in restaurant operations. All the operator needs to do is keep a daily record of such items as cash register readings, cash on hand, bank deposits, cash payouts, and checks issued. These forms are sent to the accountant each week or month. From them the accountant prepares the records or the financial statements.

Daily records for any restaurant should reflect the daily activities in the business, such as cash received from food sales and from other sources, payments for food and expenses, payments on loans, and purchases of equipment. Many systems are in use that give the same results, and they may be varied to meet the needs of the individual restaurant.

Protecting Cash

Some records help guard against loss of cash receipts through theft, errors in making change, or failure of a guest to pay the check. Serious problems arise in connection with cash shortages. The manager must place proper safeguards on the handling of cash.

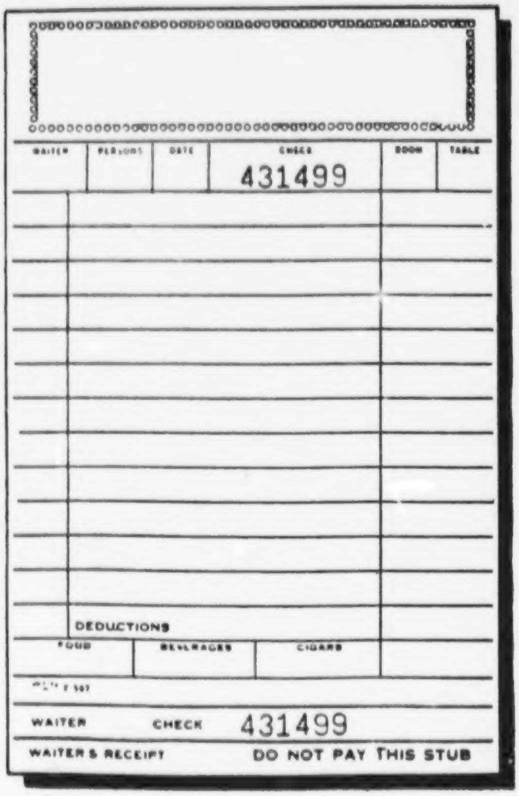
Cash register. In its most basic form, a cash register provides a reasonably safe place to keep cash, records each sale, and totals the number of checks rung up, as well as the sales. At the cutting edge of technology are computerized cash register terminals, which also record, print out, and transfer customers orders to the kitchen and central computer, allowing instant adjustment to inventory levels, sales breakdowns, and costs of doing business.

Cash payment vouchers. Paying for some purchases and expenses from the cash register is customary in the restaurant business, but it is essential that a receipt be placed in the register for each amount of cash removed. The petty cash voucher is the simplest type of receipt. When no receipted bill is given by the vendor on delivery and payment, a voucher is made out showing the date, amount, item of purchase or expense, initials of person paying, name of firm, and signature of person receiving the money. The original is filed by the operator, and a duplicate is given to the vendor. A standard form for cash payment vouchers may be purchased in pads.

Guest check. Sometimes called a guest order, the guest check provides the record for service of food and collection of cash. The check (fig. 1) contains space for the order and the correct amount to be paid by the customer. Order books should be numbered serially so that all checks may be accounted for.

Daily proof of cash. Cash is "proved" at the end of each day. This means that a cash register is emptied and the cash register report is made, regardless of the number of times during the day a cash register reading is taken. Steps in making the daily proof of cash and cash register report are as follows. (The numbers refer to those in the daily cash report shown in fig. 2.)

1. Take a reading of sales and customer count from cash record on line 12. The cash register reading, which should be cumulative, is entered on line 1. The machine should be factory-sealed so readings cannot be turned back to zero each day.
2. If the sales tax is rung up on the register together with sales, it should be deducted, as shown on line 2, from the amount of cash taken from the register. (*Note:* Many operators use gross receipts—that is, sales plus sales tax, which are not separated as indicated here.)



WAITER	PERSONS	DATE	CHECK	ROOM	TABLE
			431499		

DEDUCTIONS

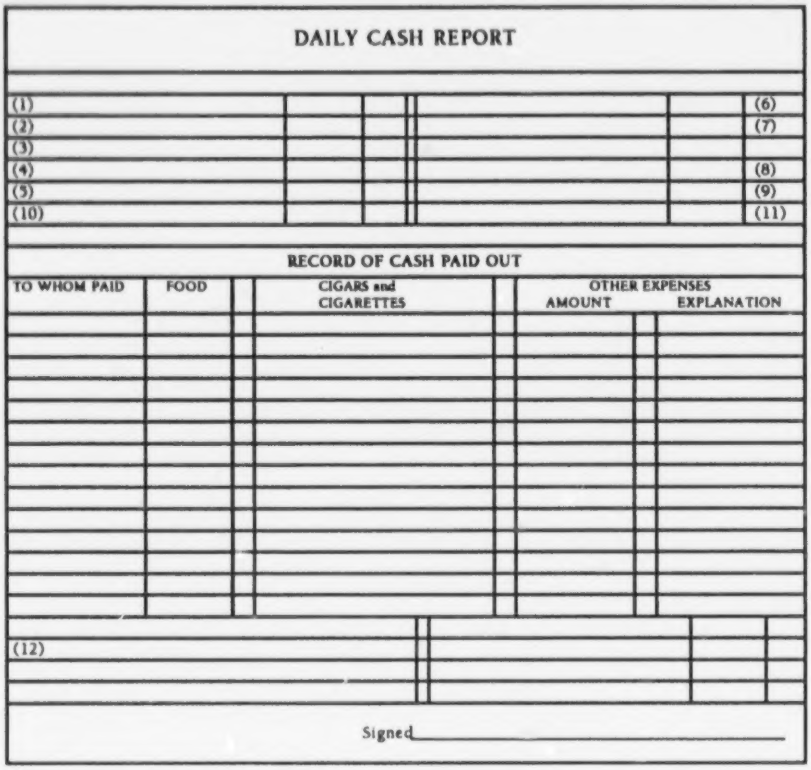
FOOD	BEVERAGES	CIGARS	

WAITER CHECK 431499

WAITER'S RECEIPT DO NOT PAY THIS STUB

Fig. 1. A guest check

3. The total of cash placed in the register at the beginning of the day for change or added to the register during the day should be listed on line 4.
4. Net sales (line 3) should be added to cash on hand at the beginning of the day (line 4) to determine the total amount of cash to be accounted for (line 5).
5. In the section headed "Record of Cash Paid Out," list payments made from the register as per receipted bills or invoices and cash payment vouchers, and total at the bottom of the form at the right. The total amount is entered on line 6. As most registers provide a key for recording payouts, the number and amount of vouchers listed should be compared with the number and amount rung up on the register.



DAILY CASH REPORT

(1)					(6)
(2)					(7)
(3)					
(4)					(8)
(5)					(9)
(10)					(11)

RECORD OF CASH PAID OUT

TO WHOM PAID	FOOD	CIGARS and CIGARETTES	OTHER EXPENSES AMOUNT	EXPLANATION

(12)		

Signed________________________

Fig. 2. Daily cash report

6. If a bank deposit is made during the day from the current day's receipts, the amount should be entered on line 7.
7. Count the cash in the register, place it in a bag, and record the amount on line 8.
8. Total lines 6, 7, and 8. This amount is the total of cash of hand and money paid out. Enter this total on line 9.
9. If the amounts in the two columns—that is, the totals on lines 5 and 9—are not equal, the difference is recorded as cash over or cash short on line 10 or 11. (If the amount on line 5 exceeds the amount on line 9, there is a shortage; if the amount on line 9 exceeds that on line 5, there is an overage.) In either case, the actual cash on hand is recorded in the cashbook.
10. The person proving cash and making up the report signs it.

Bank deposits. Another help in safeguarding cash is to deposit all the money taken in. Each morning or every second or third morning, if that is the practice, cash receipts for the period should be deposited in the bank, with enough money left in the register to make change. If receipts were $200.04, a deposit should be made for $200.04, not just $200.00. Bankers recognize such a practice as the mark of a good businessperson.

Payments by check. It is not essential that all payments be made by check, but there are good reasons why this should be the policy. Probably the most important is that a canceled check, marked paid and carrying the creditor's name on the back of it, serves as a receipt. So there can be no doubt as to which bills have been paid by any one check, the date of the invoices or invoice number, or other means of identification, should be noted on the check. On the invoice itself, a notation should be made, such as "paid by check No. 706."

Payments by cash. While the pay-by-check system is recommended for the restaurant that can maintain a good bank balance, the restaurant whose balance is often small may have to operate entirely on a cash basis. In this case, a safe is needed to take care of funds on hand. Since sales are for cash only, the operator will have ready money to pay for deliveries when they are made. Also, he or she will accumulate enough money for the weekly payroll and for monthly bills such as utilities.

The Cashbook

A large part of the restaurant's sales dollar is paid out for food, followed by labor and other expenses, and only a small part becomes net profit. Unless a record of income and expenses is kept, the manager has no way of knowing whether the restaurant is a profitable or unprofitable. The cashbook shown in figure 3 provides a simple and easy means of keeping a record of what happens to every sales dollar.

The form used has a date column (column A) and an explanation column (column B) to the right, followed by ten numbered money columns. Money columns are explained below.

Column 1—cash receipts. Column 1 represents the total cash received from sales for the day. The sources of the entry is the daily cash report, which shows the actual cash taken in. Other cash receipts, such as investments or loans by the owners, are also entered here.

Column 2—cash payments. Column 2 represents total cash or checks paid out. This total cash is broken down by categories and distributed in columns 3 through 9. The line total of distributed figures must equal the amount in column 2.

	A	B	1	2	3	4	5	6		7	8		9	10
			CASH		FOOD	SALARIES & WAGES		OTHER EXPENSES			OTHER PAYMENTS			
LINE	DATE	EXPLANATION	RECEIPTS	PAYMENTS	PURCHASES	NET PAID	DEDUCTIONS	AMOUNT	EXPL.	ACCT NO	AMOUNT	EXPL.	ACCT NO	SALES TAX
1														
2														
3														
4														
5														
6														
7														
8														
9														
10														
11														

Fig. 3. The columns in this cashbook are keyed to an explanation in the text.

Column 3—food purchases. All payments for food are recorded in column 3, in total, whether paid by cash or check. Receipted bills and cash payment vouchers are added, and the total is entered under food purchases for the day. Many restaurants subdivide this figure into categories such as meats, fish and poultry, dairy products, bread and pastries, and vegetables and fruits. If there is a discount allowed, the net amount (total less discount) is recorded.

Columns 4 and 5—salaries and wages. Column 4 represents the salaries paid to the owner and employees after tax and other deductions. The amount of the owner's salary is taken from a cash payment voucher or from the checkbook, while the amount paid employees is found on the payroll or on the summary of employees' earnings. The entry in column 5 is the amount deducted for social security, withholding tax, and similar deduction. Taxes will be paid to the federal and state governments. The cashbook would not balance at the end of the month if column 5 were not used since the entry in column 2 is the gross amount of wages and represents the total amount paid to employees or withheld for payment of taxes.

Columns 6 and 7—other expenses. Column 6 is used to enter payments for all expenses except food, salaries, and wages, while column 7 is for the name or number, or both, of the classification of expense as found in the chart of accounts. Entries are made from check stubs, receipted invoices and bills, and cash payment vouchers attached to the cash register report.

Columns 8 and 9—other payments. Columns 8 and 9 are for payments other than current expenses, such as installment payments, purchases of new equipment other than replacements, owner's withdrawals other than salary, and so on. Column 8 shows the amount, and column 9 gives the explanation and account number according to the classification in the chart of accounts.

Column 10—sales tax. Column 10 represents cash collected from customers for sales tax. The entry is made daily or periodically. Because this money is kept separate, the total is not used when proving cash. At the end of the month, the total in column 10 should equal the cash in the sales tax fund.

Chart of Accounts

A chart of accounts shows headings and names under which all entries in the cashbook can be classified. Accounts are listed under seven classifications, such as current assets, fixed assets, and current liabilities, with the first classification assigned numbers 1 through 10, the second group numbered 11 through 20, and so on. Though all numbers assigned to groups may not be used when the system is set up, they are available for additional accounts as needed. Numbers may be used instead of account names, especially when recording transactions in the "other expenses" or "other payments" columns in the cashbook. The chart of accounts should be in typed form and kept in front of the book in which entries are made.

A suggested chart of accounts, together with numbers for these accounts, that can be used by a small restaurant, follows.

Current Assets

1. *Cash*. Includes cash on hand—currency (paper and coin), personal checks, travelers' checks, money orders, bank drafts or checks—and in the bank.
2. *Food inventory*. Food on hand in stores or storeroom, refrigerators, counters, pantries, and kitchen.
3. *Deposits with public utility companies*. Deposit to cover two or three months' estimated gas and electricity consumption, as required by most public utility companies.

Fixed Assets

11. *Large kitchen equipment*. Automatic mixer, cook's and other preparation tables, dishwashing machine, hood, ovens, pot rack, potato peeler, refrigerators, sinks, stoves, ventilator, water cooler, etc.
12. *Dining room furniture and fixtures*. Chairs, counters, booths, curtains, electric light fixtures, mirrors, tables, etc.
13. *Small kitchen equipment*. Kitchen utensils, serving utensils, trays, etc.
14. *China, glass, silver, and linen*. All serviceware; salts and peppers; creamers and sugar bowls; silver knives, forks, and spoons; uniforms; towels; tablecloths; napkins, etc.
15. *Office furniture and equipment*. Computer, adding machine, cash register, desk, duplicating machine, file, safe, typewriter, etc.
18. *Real estate*. Land and building, if premises are owned instead of leased.

Current Liabilities

21. *Accounts payable*. All expense bills and invoices of goods owed by the business to outside firms or individuals due in thirty days or at end of month.
22. *Installment accounts, or notes payable*. Unpaid portion of contracts on large equipment bought on the installment plan.

Net Worth or Proprietorship

41. *Owner's net worth*. Owner's permanent investment in the business plus net profits minus net losses.

42. *Owner's personal or drawing*. Any money taken by the owner from the business in addition to his or her regular salary, such as loans, is subtracted from owner's net worth in setting up a balance sheet. Any money loaned temporarily to the business by the owner is added to the owner's net worth in setting up a balance sheet.

Income

51. Sales. Meals served, food sold to-take-out including delivery charges, special catering of all types, vending machine sales, or income from any other source.

Food Cost

61. Food purchases. Food bought less any discounts, returns, or allowances.

Operating Expenses

71. *Salaries and wages*. Managerial service (including salary paid to the owner), accountant's fees, and cash wages of all workers not on a salary basis.
72. *Rent, or occupancy*. Rental of buildings, rooms, kitchen, or any space used in the preparation and service of food. When the building is owned by the operator, all expenses that would ordinarily be the landlord's responsibility will be recorded as rent, or occupancy. Such expenses are real estate taxes, depreciation of building, insurance, interest on mortgage, and any other costs that definitely relate to the building
73. *Laundry and linen*. Initial cost and rental or laundry only of all linens, aprons, coats, uniforms, towels, etc.
74. *Cleaning and paper supplies*. Cost of all supplies—cleaning, paper, office, and miscellaneous—used in the conduct of the business.
75. *Utilities and water tax*. Bills for gas, electricity, telephone, and water tax.
76. *Replacements, repairs, and maintenance*. Repair work on building, plumbing, equipment, machinery, furniture, and purchases to replace lost or broken items of all types of *small* equipment, such as china, silver, uniforms, towels.

    Purchases of larger items of furnishings or equipment are not charged to the operating expense for the current month, but are capitalized by adding the cost to the appropriate assets owned by the restaurant; that is, their cost is added to account number 11, 12, or 15.
77. *Depreciation*. An expense charged each month for wear and tear, obsolescence, etc., on fixtures and equipment.
78. *Advertising*. Amounts spent for newspaper or printed advertisements, signs, printed menus, and matches or other articles for distribution to guests.
79. *Taxes and insurance*. Fees for operating a business; taxes for selling certain items; social security taxes paid by the employer; workers' compensation insurance; employer's and public liability, fidelity, fire, group, plate glass, robbery, and other insurance. In case of ownership of building, property taxes are charged to account number 72. Income and sales taxes are not included here, nor are the social security taxes and withholding taxes that are deducted from employees' wages.
80. *Miscellaneous expense*. Expenses that do not go into any of the above accounts should be classified as miscellaneous; for instance, charity donations and memberships in local organizations.

Questions

1. What are the commonly asked questions for which restaurant records must provide answers?
2. What should daily records for a restaurant reflect?
3. What is a cash payment voucher?
4. What is a cashbook, and why is it kept?

Activities

1. Ask a restaurant manager for samples of the types of records that he or she uses, then make a report on their use.
2. With a restaurant manager's permission, take all the register readings for a one-week period, and fill out the necessary forms, especially the daily or end-of-shift proof-of-cash.
3. Write a report explaining how a specific restaurant deposits and withdraws cash from the bank. Include samples of all forms used.

22

Restaurants and Food Service in the Computer Age

Objectives: After completing this assignment, you should be able to—

1. *describe how the computer can be used as a management tool;*
2. *tell why having a computer-driven, point-of-sales system can benefit a food service operation;*
3. *describe how a computerized system can reduce internal theft; and*
4. *speculate on future applications of computer technology in the food service industry.*

The Industrial Age has given way to the Computer Age and the Age of Information. Computers and other related information technologies are revolutionizing our lives, as well as the restaurant business, in ways that few of us yet understand.

Computers as a Management Tool

By learning how to use the computer, managers can harness its power to help them make better business decisions and earn greater profits. The computer is not a miracle worker, but it is a talented assistant, ready to perform amazing feats on command.

Computers are powerful, valuable management tools which can lessen managers' administrative workload by 10 to 15 hours a week, allowing them to spend more hours serving their customers. Smart managers use their computers to keep personnel records, calculate payrolls, perform sales analyses and accounting functions, formulate reports, and schedule employees. By referring back to previous schedules contained in the computer's database, during normal operations, peak seasonal times, and slow periods, management may be able to more accurately forecast personnel needs. No one can predict exactly how many patrons will show up on a given day, but past records stored in the computer's memory can be pulled up, displayed, and analyzed, giving managers the ability to make more than just an educated guess, and obviating the necessity to spend lengthy periods searching through hard-copy files.

With the right software, individual restaurant managers can conduct profit-and-loss analyses and other management tasks that could only previously be performed at the corporate level.

A typical leading edge point-of-sale system links the office computer with screens and printers at the cash registers, in the kitchen, at the bar, at service counters, waitstations, and wherever else waitpeople might place orders.

The computer is no substitute for good management; it can, however, help a good manager maximize profits and minimize losses.

Having a computer-driven, point-of-sales system can also benefit the operation in several ways. The computer can ensure accountability for every item going in and out of the kitchen. It can store all the transactions occurring on-site, from requisition orders sent to the kitchen, to tabulating and printing guest checks, to keeping track of inventory. With it, the manager can track individual server sales, analyze menu sales, determine the peaks and valleys of the business day for more efficient scheduling, and reconcile cash register drawers with more certainty. The computer can give the manager a snapshot of the business' "big picture" at any given moment—where the money is and how it is being spent.

Internal theft has always been a problem for restaurant managers and is always hard to deal with. Computers can be valuable tools for uncovering information about thefts after the fact, but they also allow management to put controls into place that deter potential thieves and opportunists from attempting the thefts in the first place. Special security codes and logging-on functions allow owners to establish many different levels of access for various groups of workers in their organization. With many security layers and checkpoints, a trail is always left for auditors to follow, since every employee log-in and activity is recorded.

The system can also keep track of inventory and guest orders at the time, in a process by which the kitchen is instructed to prepare specific items by a computer printout, and, at the same time, the computer automatically subtracts those items from the inventory. It is still management's duty to see that there is a printout for each meal order and to periodically correlate food and drink items on the checks with the perpetual inventory to make sure no one is sneaking steaks out the back door.

The system can also help safeguard cash at point-of-sale, removing the opportunity for a dishonest employee to cover up theft at the cash drawer with some tricky maneuver.

Should Every Restaurant Have a Computer?

How big must a restaurant be for a computer system to be a practical investment? It should have annual sales of at least $500,000 (this figure may drop in the future as the price of computer systems comes down). The system will cost a minimum of $5,000 to purchase, plus installation and maintenance and any custom software. Would this sort of investment be of any benefit to a "mom and pop" operation? If they want to do accounting and payroll functions on-site, yes. The computer system should always be sized to the operation.

A system should be compatible with all computers with which it might be used. It should have a proven record of reliability and be extremely simple to operate. It does not pay to save a few initial dollars on inferior equipment that breaks down regularly and brings your operation to a screeching halt. Taco Bell, Arby's, and Denny's are just several national chains that are heavily committed to computers.

Some progressive restaurants are now using touch-screen color monitors for placing orders. The server merely touches the items on the screen that the customer has ordered, and the order is printed out in the kitchen. With this type of system, programming choices are not limited by a keyboard, and long training sessions aren't needed. All the employee has to do is read the information and touch the right area of the screen. Touch-screen systems where the customer's fingers do the work are already being tested across the country, and soon systems will have evolved to the point that an employee's major task will be putting the food on the tray, allowing the handling of more customers in less time.

Future Applications of Computer Technology

Technologies which should soon be easily available include remote management reporting systems, where an owner with a computer at home or in the central office can call up any file from any individual location at any time and view it personally or in conference with the appropriate manager; systems in which a food service operation is tied into a wholesaler's computer, allowing the operation to order and receive products via the computer; tabletop monitors for patrons to use for ordering, request information about how their selections are prepared and nutritional value, and be entertained with video games. The technology already exists—it's just a question of affordable prices.

Questions

1. In what ways can computers make a manager's job easier?
2. How does having a computer-driven, point-of-sales system benefit a food service operator?
3. How can a computer system help reduce internal theft?
4. What characteristics should a buyer look for in a computer system for a food service operation?
5. What advances might we see in the future?

Activity

Pick out five or more restaurants in your community, both chain and single location, and ask the managers if they have computerized systems. If the answer is yes, find out what system they have and how they use it. If the answer is no, ask why and whether they are planning to buy a computer in the future. Report on your findings.

Also Available from Educational Resources/EIMC/UT-Austin

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Of Special Interest

Mathematics: Essential to Marketing. The 34 assignments in the Student's Manual (DE 116 S) cover math from addition and subtraction through ratios and equations used by management to judge success of a business. A Teacher's Guide (DE 116 C) includes practice problems to be copied, answers, and other features.

DE 608 S

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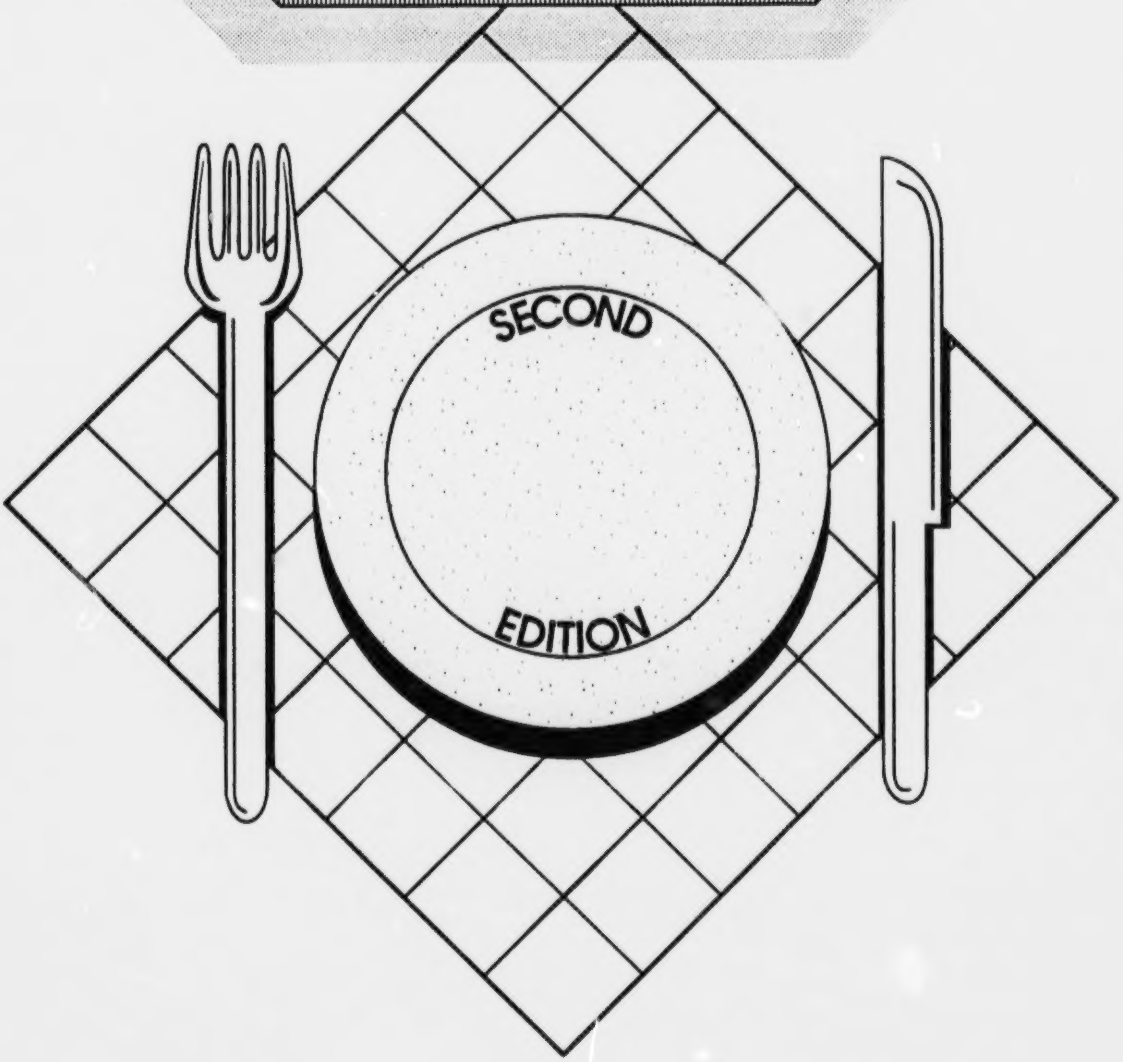
FOOD SERVICE MANAGEMENT

ANSWER BOOK/TEACHER'S GUIDE



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Food Service Management

Second Edition

Answer Book/Teacher's Guide

Published by

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Division of Continuing Education

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COMPLIANCE STATEMENT

TITLE VI, CIVIL RIGHTS ACT OF 1964; THE MODIFIED COURT ORDER, CIVIL ACTION 5281, FEDERAL DISTRICT COURT, EASTERN DISTRICT OF TEXAS, TYLER DIVISION

Reviews of local education agencies pertaining to compliance with Title VI Civil Rights Act of 1964 and with specific requirements of the Modified Court Order, Civil Action No. 5281, Federal District Court, Eastern District of Texas, Tyler Division are conducted periodically by staff representatives of the Texas Education Agency. These reviews cover at least the following policies and practices:

(1) acceptance policies on student transfers from other school districts;

(2) operation of school bus routes or runs on a non-segregated basis;

(3) nondiscrimination in extracurricular activities and the use of school facilities;

(4) nondiscriminatory practices in the hiring, assigning, promoting, paying, demoting, reassigning, or dismissing of faculty and staff members who work with children;

(5) enrollment and assignment of students without discrimination on the basis of race, color, or national origin;

(6) nondiscriminatory practices relating to the use of a student's first language; and

(7) evidence of published procedures for hearing complaints and grievances.

In addition to conducting reviews, the Texas Education Agency staff representatives check complaints of discrimination made by a citizen or citizens residing in a school district where it is alleged discriminatory practices have occurred or are occurring.

Where a violation of Title VI of the Civil Rights Act is found, the findings are reported to the Office for Civil Rights, Department of Health, Education and Welfare.

If there is a direct violation of the Court Order in Civil Action No. 5281 that cannot be cleared through negotiation, the sanctions required by the Court Order are applied.

TITLE VII, CIVIL RIGHTS ACT OF 1964: EXECUTIVE ORDERS 11246 and 11375; TITLE IX 1973 EDUCATION AMENDMENTS: REHABILITATION ACT OF 1973 AS AMENDED; 1974 AMENDMENTS TO THE WAGE-HOUR LAW EXPANDING THE AGE DISCRIMINATION IN EMPLOYMENT ACT OF 1967; VIETNAM ERA VETERANS READJUSTMENT ASSISTANCE ACT OF 1972 AS AMENDED IN 1974.

It is the policy of the Texas Education Agency to comply fully with the nondiscrimination provisions of all federal and state laws and regulation by assuring that no person shall be excluded from consideration for recruitment, selection, appointment, training, promotion, retention, or any other personnel action, or be denied any benefits or participation in any programs of activities which it operates on the grounds of race, religion, color, national origin, sex, handicap, age, or veteran status (except where age, sex, or handicap constitute a bona fide occupational qualification necessary to proper and efficient administration). The Texas Education Agency makes positive efforts to employ and advance in employment all protected groups.

I. Using *Food Service Management, Second Edition,* for Independent Study and for Classroom Instruction

Food Service Management, Second Edition, was revised in 1991 after being used successfully for many years. Much of the original content is so basic that it has remained the same. That content was adapted from *Establishing and Operating a Restaurant,* published by the U.S. Department of Commerce. The manual was developed by Melvin S. Hatchett, a Marketing Education teacher at Jesse Jones High School, Houston.

The manual has undergone a significant revision, and what remains of the first edition has been reviewed and judged to still be useful in this situation. Richard Zelade, who revised the manual, has many years' experience in restaurant management, both as manager and as consultant to restaurants. At the time of development, he was also training staff and doing the other aspects of establishing a restaurant, so his insights as to content were extremely timely. In addition, statistics on employment and sales were updated from the most recent data available for 1988 and 1990 from the U.S. Department of Labor and the National Restaurant Association. The *Occupational Outlook Handbook* from the Labor Department is revised regularly, but is available in many libraries for the teacher who wants even newer statistics. However, job descriptions, explanations of training requirements, and predictions for the future don't change as rapidly as the employment statistics.

Food Service Management, Second Edition, is one of three related publications available from EIMC at this time. The others, *Fast Food Marketing* and *Food Service Marketing,* cover similar content, but not from the standpoint of a manager.

This publication may be especially helpful in teaching entrepreneurship, because much of its content concerns decisions an owner might have to make when planning and establishing a restaurant.

Food Service Management, Second Edition can be used in two basic instructional situations—classroom situations with teacher presentations, or for supervised self-study by students in co-op situations.

To help make both uses possible, this *Answer Book/Teacher's Guide* replaces the usual answer book format provided in the past. It has information that should be considered for planning and presenting instruction.

Here is a summary of what can be achieved and what is provided to make that possible.

For efficient planning of instruction, there are lists of objectives in specific assignments. These provide a quick review of what might be taught in class or what should be considered when making and grading assignments.

For relating the manual content to specific Marketing Education courses, there are lists of the essential elements most closely related to this area of marketing.

For use in developing training plans and planning related instruction, there are lists of tasks related to the information in this publication, as well as sample training plans for jobs done in this area of retailing.

To help in planning instruction in school or on the job, there are competency lists which indicate the skills, knowledge, and attitudes needed for food service careers. To relate the manual to supplemental materials available from the MarkEd Resource Center, these competencies have been coded according to the LAP system.

To show how the manual can be used to help develop competencies for specific tasks, items specifically related to this publication are listed using the training plan format, together with specific assignments for them.

To help in using the manual when preparing for DECA competition, a reference to such competition is provided, together with a list of publications that DECA has available.

For efficient grading, a substantial answer key has been provided.

1. Objectives in Assignments

These are provided for quick reference as to what students are covering in specific assignments. They also might be useful when planning lessons for the classroom. The introductory phrase has been omitted to save space.

Assignment 1: Career Opportunities in Food Service Management

(1) Report on the size and scope of the food service industry.
(2) Discuss future trends in the food service industry.
(3) Describe management employment opportunities.

Assignment 2: Entering the Food Service Industry

(1) Identify the major occupational classifications in the food service industry.
(2) Identify the most common entry-level jobs.
(3) Identify the common jobs within the two largest occupational classifications.
(4) Describe the career prospects within the two largest occupational classifications, including ways of advancing into management.

Assignment 3: Classifications of Customers, Restaurants, and Ownership

(1) List the different classifications of restaurant customers.
(2) Describe the basic classifications of food service establishments.
(3) Describe the advantages and disadvantages of owning a restaurant.
(4) Name the three types of business ownership.

Assignment 4: Manager Responsibilities and Restaurant Organization

(1) Describe the duties and responsibilities of a restaurant and food service manager.
(2) Describe the educational programs offered for those who wish to pursue a career in food service management.
(3) List the personal qualities a successful manager must have.
(4) Describe the organization of a restaurant or food service operation and the job classifications within each department.

Assignment 5: Furnishings and Equipment

(1) Explain what basic equipment and furnishings are needed in a restaurant.
(2) Tell why each type of equipment or furnishing is needed.

Assignment 6: Production and Storage Equipment

(1) Explain how the guidelines in the text affect the selection and placement of production and storage equipment in a restaurant.
(2) Explain how specific equipment is used.

Assignment 7: Care of Equipment

(1) Take proper care of specific equipment used at your restaurant.

Assignment 8: Promoting the Restaurant

(1) Analyze what it takes to build goodwill.
(2) Discuss the advertising, attitudes, activities, procedures, furnishings, and physical arrangements that help in merchandising a food service operation.

Assignment 9: Menu Planning

(1) Plan a menu for a given type of restaurant.

Assignment 10: Buying Food

(1) Discuss the value of standards.
(2) Explain the factors to consider in determining what to buy.
(3) Understand the methods of recording purchases.

Assignment 11: Buying Meats

(1) Describe the factors to be considered when buying meats, poultry, and seafood.
(2) Discuss the proper methods of handling and storing of meat, poultry, and seafood.

Assignment 12: Buying Fruits and Vegetables

(1) Discuss the proper methods of handling and storing fresh produce.
(2) State the buying considerations for fresh produce.
(3) Describe the types of labeling used on canned goods.

Assignment 13: Buying Dairy Products and Staples

(1) Describe how to buy and store eggs.
(2) List some of the most common dairy products and derivatives.
(3) Discuss coffee blends.

Assignment 14: Sanitation

(1) Explain why specific sanitary standards and procedures are necessary.
(2) Direct your co-workers in the correct methods of sanitation.

Assignment 15: Safety

(1) Explain the need for specific safety rules and regulations.
(2) Direct co-workers in the safe handling of foods and equipment.

Assignment 16: Personnel Policies

(1) Understand the principles followed in formulating personnel policies for a restaurant.
(2) Discuss the five basic elements found in all job descriptions.

Assignment 17: Selecting Personnel

(1) Explain how to attract qualified applicants.
(2) Tell how to evaluate written applications.
(3) Describe how to conduct personal interviews in order to pick the right person for the job.

Assignment 18: Employee Training

(1) Explain the reasons for proper employee training at a restaurant.

Assignment 19: Motivating and Supervising Personnel

(1) Use the text as a guide in writing your concepts of how to motivate and supervise employees in a restaurant.

Assignment 20: Tax Records

(1) Tell what to include in a bookkeeping system for the most common tax records.

Assignment 21: Financial Records

(1) Apply the material given in the text for maintaining financial records for a restaurant.

Assignment 22: Restaurants and Food Service in the Computer Age

(1) Describe how the computer can be used as a management tool.
(2) Tell why having a computer-driven, point-of-sales system can benefit a food service operation.
(3) Describe how a computerized system can reduce internal theft.
(4) Speculate on future applications of computer technology in the food service industry.

2. Marketing Education Essential Elements Related to Content in *Food Service Management, Second Edition*

(b) Essential Elements for Marketing Education I

This 2-3 unit course may be taught by the laboratory or the cooperative method of instruction. The essential elements for the course include the following ones, which are most specific to this student manual and employment in this occupation.

- **(12) Successful employment and/or postsecondary training**
  - (A) identify employment opportunities and preparation requirements in chosen fields
  - (H) develop skills in planning and organizing work
  - (I) apply required methods and sequences when performing tasks
  - (K) identify ethical practices and responsibilities
  - (L) understand the importance of the application of organizational policies and procedures
- **(13) Human relations and personality development**
  - (A) understand the importance of maintaining good health and proper appearance for effective job performance
  - (E) recognize basic human relationships as they relate to business success
  - (F) demonstrate characteristics for successful working relationships
- **(14) Personal and business management**
  - (I) identify effective supervisory techniques
- **(16) Specific occupational objectives of the students**

(c) Essential Elements for Marketing Education II

This 2-3 unit course may be taught by the laboratory or the cooperative method of instruction. The essential elements for the course include the following, which are most directly related to this student manual.

- **(2) Promotion**
  - (B) develop an annual promotion plan and campaign
- **(4) Management principles and practices**
  - (A) identify basic management skills
  - (B) understand methods of solving management problems
  - (D) recognize elements in personnel management
  - (E) Develop skills in planning and organizing work
- **(5) Entrepreneurship**
  - (A) evaluate opportunities for business ownership
  - (B) understand the types of business ownership
- **(6) Careers in marketing**
  - (A) develop skills and attitudes needed by marketing professionals
  - (B) explore career opportunities in marketing
- **(7) Specific marketing career objectives of the students enrolled**

3. Tasks Done on the Job in Food Service Careers

These are tasks which might be done by employees in a business of this type. Depending on the size and nature of the food service establishment, there may be more titles than are provided below, and they may be divided in different ways.

The tasks are given for two entry-level jobs as well as for the managerial job toward which students may be working. The entry-level lists may be directly useful during cooperative training. The managerial list will be helpful to clarify what might be involved if that career goal is reached. Lists are not provided for cooks, chefs, or similar occupations not trained for in Marketing Education.

Servers (waitpersons)

- Carry out opening duties
    - Set or check tables
    - Check rest of work station for cleanliness, neatness, correctness
    - Check server station; arrange server station
    - Become familiar with menu for day
- Serve customers
    - May greet and seat customers
    - Present menu
    - Explain menu items
    - Suggest items
    - Do suggestive selling
    - Use product knowledge
    - Write order
    - Get and serve food
    - Maintain service through meal
- Handle guest check
- Inform supervisor of complaints, equipment malfunctions, poor housekeeping
- Maintain safety and sanitation standards
- Carry out closing duties: wash, clean, straighten
- Do other assigned tasks, such as ladling soup, tossing salads, carving meat, brewing coffee

Cashier

- Serve guests in a friendly, courteous manner
- Handle complaints
- Answer questions
- Learn and use menu knowledge
- Prepare for service
    - Obtain and count bank
    - Set up cash drawer
- Handle cash
- Close service

Restaurant Manager/Owner

Is responsible for, supervises, or does:

Purchasing of food and other items
Working with sales representatives
Storing food and other items
Menu planning
Food cost analysis
Food preparation and cooking
Maintaining sanitation standards
Ensuring safety of employees and customers
Maintenance of job equipment, building, and decorations
Personnel management, including interviewing, hiring, orientation, training, supervising, evaluation, and firing
Scheduling/ assigning employees
Opening and closing restaurant
Handling cash and deposits
Doing inventory and maintaining stock levels
Keeping records for taxes, payroll, costs analyses, business reports
Accounting
Greeting and seating customers
Handling customer complaints
Customer relations
Advertising and other forms of promotion
Planning details for establishing a new restaurant

4. DECA and National Curriculum Competencies for Jobs in Food Service Management

The competencies which follow are not specific for this area of marketing, but in general are relevant to success. They are based on occupational research compiled and synthesized by the Marketing Education Resource Center (MarkED) and are for both concepts and tasks/skills. They include competencies validated for general marketing-manager supervisor as well as for manager/entrepreneur, as recommended by the National Curriculum Committee of the National Council for Marketing Education. For each major category, a code number is given to aid in finding MarkED laps that may be useful.

One source of competency lists is MarkED. Their address is MarkED, P.O. Box 12226, Columbus, OH 43212-0226. Competency lists can also be obtained from DECA Images, 1908 Association Drive, Reston, VA 22091. Telephone number is (703) 860-5000.

Other training materials related to these lists include specific publications available from the Extension Instruction and Materials Center, as well as various Texas state-adopted texts. The EIMC address is: ME Curriculum Specialist, EIMC, The University of Texas at Austin, P.O. Box 7218, Austin, TX 78713-7218.

General Marketing/Manager-Supervisor

- Foundational skills
  - Mathematics (MA)
    - Financial measures
      - Interpret profit-and-loss statements

- Communication skills (CO)
  - Fundamentals
    - Prepare complex written reports
  - Staff
    - Explain the use of employee publications
    - Give directions for completing job tasks
    - Conduct staff meetings

- Interpersonal skills (HR)
  - Customer relationships
    - Explain management's role in customer relations

- Human resource management (MN)
  - Organization
    - Plan and organize work
      - Schedule employees

- Moral and motivation (MN)
  - Explain ways to develop a positive working environment
  - Explain ways to build employee morale
    - Explain the concept of staff motivation
      - Explain the relationship of communication with employee motivation

    - Explain the concept of employee participation in decision making
  - Explain the role of leadership in business
- Handle employee complaints and grievances

Selection (MN)
- Use evaluation data for staffing decisions
- Explain techniques for recruiting new employees
- Select new employees

Development (MN)
- Orient new employees
- Explain the role of training and human resource development
- Conduct training class/program

Evaluate employees (MN)
- Explain the nature of remedial action

Marketing and business fundamentals (MN)
- Management concepts
  - Budgeting consideration
    - Explain the nature of operating budgets
      - Develops sales-support budget

Policies and planning (MN)
- Develop company objectives

Distribution (DS)
- Inventory control
  - Organize stock counts

Financing (FI)
- Obtaining business credit
  - Explain the purpose and importance of obtaining credit for a business

Marketing-information management (IM)
- Forecasting (IM)
- Interpret trends in sales volume
- Interpret market demand
- Determine sales potential
- Interpret factors affecting market share
- Forecast sales

Pricing (PI)
- Determining prices
- Explain the nature of company pricing policies
- Explain legal considerations of pricing
- Establish selling price

- Product/service planning (PP)
  - Explain critical aspects of business image

- Product mix
  - Plan product mix

- Promotion (PR)
  - Advertising
    - Media selection
      - Evaluate media/advertising effectiveness

- Management of promotion
  - Prepare advertising budget
    - Seek cooperative advertising/promotional materials

- Risk management (RM)
  - Nature and scope
    - Explain the nature of risk management
  - Pure risks
    - Security considerations
      - Use fire and safety equipment

- Selling (SE)
  - Management of selling activities
    - Explain the nature of sales training

General Marketing/Manager-Entrepreneur Competencies

- Human resource management (MN)
  - Organization
    - Maintain personnel records
    - Calculate personnel turnover rate
  - Develop a personnel organizational plan
    - Develop job classifications
  - Determine hiring needs
  - Establish personnel policies
  - Selection
    - Explain techniques for recruiting management personnel
  - Compensation
    - Explain the nature of wage and benefit programs
    - Develop employee incentive program

- Marketing and business fundamentals

  - Management concepts (MN)
    - Budgeting considerations
    - Develop expense-control plans
    - Develop company-wide budget
    - Use budgets to control operations

        - Analyze operating results in relation to budget/industry

- Policies and planning (MN)
    - Explain external planning considerations
    - Explain legal considerations for company operation
    - Explain types of records needed for business operations
    - Establish operating policies

- Product/Service Planning (PP)
    - Support functions
        - Explain the role of special customer services

- Promotion (PR)
    - Management of
        - Develop a comprehensive, company-wide promotional program
        - Use an advertising agency
        - Determine promotional policy

- Purchasing (PU)
    - Buying activities
        - Authorize payments for purchasing
        - Analyze proposed purchases

- Risk management (RM)
    - Pure risks
        - Security considerations
        - Complete emergency planning

- Selling (SE)
    - Management of selling activities
    - Develop sales-incentive programs

5. Information on DECA Competition and Publications

At the time this manual was published, National DECA had competitive events at the master employee level in "Full Service Restaurant Management" and "Quick Service Restaurant Management." Through DECA Images, it is possible to order related materials such as student training guides, comprehensive exams and comprehensive exam software, manuals that listed competencies and job tasks, and competency-based competitive events handbooks. The comprehensive exam software is for IBM PCs, Apple II, TRS-80, and Macintosh. The materials as well as information on competition are listed in *The DECA Guide*, which is revised each year. Current copies of *The DECA Guide* are available from DECA Images, 1908 Association Drive, Reston, VA 22091. Telephone number is (703) 860-5000.

6. Sample Training Plans

Two types of training plans follow. The first two are for entry-level positions as server (waitperson) and cashier. The third is for a manager, assistant manager, or person training to be a manager. In all three cases, they include tasks or responsibilities that high school students may not have. Also, space is provided for other tasks that a student may have.

Server (Waitperson)

The publication cited here is *Food Service Marketing*, is also published by EIMC, the University of Texas at Austin. But it is basically a general purpose manual for all restaurant occupations, rather than aimed at management. It is coded as FS.

Recommended Occupational Experiences	Where Done		Related Study References
	On the Job	In Class	
Servers (waitpersons)			
Carry out opening duties			
Set or check tables			FS 8, 14
Check rest of work station for cleanliness, neatness, correctness			
Check server station; arrange server station			
Become familiar with menu			FS 4, 13
Serve customers			FS 6, 7, 15, 16, 17
May greet and seat			
Present menu			
Explain menu items			
Suggest items			
Do suggestive selling			
Use product knowledge			
Write order			
Get and serve food			
Maintain service through meal			
Handle guest check			
Inform supervisor of complaints, equipment malfunctions, poor housekeeping			FS 7
Maintain safety and sanitation standards			FS 9, 10, 11
Carry out closing duties wash, clean, straighten			
Do other assigned tasks, as ladling soup, tossing salads, carving meat, brewing coffee			FS 17

Other

Cashier

The publications cited here are *Food Service Marketing* (FS), and *Mathematics: Essential to Marketing* (M:EM), both available from the Extension Instruction and Materials Center, The University of Texas at Austin.

Recommended	Where Done		Related Study
Occupational Experiences	On the Job	In Class	References
Serve guests in a friendly, courteous manner			FS 6, 7
Handle complaints			
Answer questions			
Learn/use menu knowledge			FS 4, 13, 14
Prepare for service			M:EM 7, 8, 9
Obtain and count bank			
Set up cash drawer			
Handle cash, checks, etc.			
Close service			
Other			

Manager/Assistant Manager

The publication cited here is *Food Service Management, Second Edition*, available from the Extension Instruction and Materials Center, The University of Texas at Austin. It is coded as FSM.

Recommended	Where Done		Related Study
Occupational Experiences	On the Job	In Class	References
Is responsible for, supervises, or does:			FSM 1, 2, 3, 4
Purchasing of food, other items			FSM 9, 10, 11, 12, 13
Working with sales representatives			
Storing food and other items			FSM 6
Menu planning			FSM 9
Food cost analysis			
Food preparation and cooking			
Maintaining sanitation standards			FSM 14
Ensuring safety of employees and customers			FSM 15
Maintenance and repair of the facility, including equipment, building, and decorations			FSM 5, 6, 7
Personnel management, including interviewing, hiring, orientation, training, supervising, evaluation, and firing			FSM 16, 17, 18, 19
Scheduling/assigning employees			
Opening and closing restaurant			
Handling cash and deposits			
Doing inventory/maintaining stock levels			
Keeping records for taxes, payroll, cost analyses, business reports			FSM 20, 21
Accounting			FSM 20, 21
Greeting and seating customers			FSM 8
Handling customer complaints			FSM 8
Customer relations			FSM 8
Advertising and other forms of promotion			FSM 8

Planning details for establishing a new restaurant			FSM 3, 5, 6
Other			

II. Answer Key

ASSIGNMENT 1: Career Opportunities in Food Service Management

Questions

1. How important is the food service industry to the national economy?

   Food service industry sales were expected to be almost $250 billion in 1991. Food service now consumes 43 percent of the American food dollar. The average American household spends $620 per person per year on food away from home. Over 8 million people are employed in 657,000 food service units. Food service industry sales equal nearly 5 percent of the U.S. gross national product (GNP). Restaurant sales in 1991 were projected to be about $175 billion.

2. How often does the average American eat out?

   One out of three American meals is eaten away from home, or is food purchased from a food service operation.

3. Why has the food service industry grown?

   The changing business pattern brought about by the impact of World War I made eating out more customary among the general, less well-to-do populace. More women entered business and industry, and the lunchroom became a popular meeting place for noon meals for shoppers and workers. The post-World War II era was one of continuous expansion and development. Most Americans earned more money and had more leisure time in which to spend it. Women began to work at jobs outside the home in greater numbers and spent less time in the kitchen.

4. List the five factors that are contributing to the future growth of the food service industry.

   (1) There are nearly 250 million Americans, and the population is growing.
   (2) Most traditional families find two incomes necessary, which means that often neither adult is home to cook. Fewer meals are being served at home, which means more eating out.
   (3) In single-parent families, the working single parent is less likely to cook.
   (4) Young adults wait longer to get married, and single people tend to eat out more.
   (5) Many people live a long distance from work, which makes it impractical to eat lunch at home.

5. What are the future employment prospects for restaurant and food service managers?

   Employment of restaurant and food service managers is expected to increase faster than the average for all occupations through the year 2,000. In addition to growth in demand for these managers, the need to replace managers who transfer to other occupations or stop working will create many new jobs. Job opportunities are expected to be best for persons with bachelor's or associate degrees in restaurant and institutional food service management.

6. What are some of the predicted trends in food service?

   - Corporate organization and corporate financing will increase.
   - There will be higher costs per employee and an increased need for higher productivity.
   - There will be more use of modern technology.

- Formal in-service training programs will be provided for all employees to maximize productivity through efficient use of modern technology.
- Fewer employees will be needed to prepare food, because of use of modern technology and modified business practices.
- There will be increased demands on management and supervisory personnel.
- New foods will become popular.
- Americans will become increasingly diet- and health-conscious.

Activities

1. Interview four restaurant owners or managers in your area. Ask them to comment on their feelings about food service opportunities in the future. Write a report based on the results of these interviews.

2. Talk with a supervisor or manager of a specific restaurant about career opportunities, and write a report on the results.

ASSIGNMENT 2: Entering the Food Service Industry

Questions

1. Name the three occupational classifications in the food service industry.

   (1) Chefs, cooks, and other kitchen workers
   (2) Food and beverage service workers
   (3) Restaurant and food service managers

2. Entry-level jobs are most commonly found in which occupational classifications?

   Most workers enter the food service industry in either of these two categories: "chefs, cooks, and other kitchen workers," and "food and beverage service workers." These classifications contain the vast majority of food service industry workers.

3. Name the three most common entry-level jobs for each of the groups in the food service industry, by numbers employed.

   (1) Short-order and fast-food cooks held 630,000 of the jobs; restaurant cooks, 572,000; and the kitchen workers, 1,027,000.
   (2) Waiters and waitresses held nearly 4.5 million jobs; counter attendants and fast-food workers, over 1.6 million; dining room and cafeteria attendants and bartender helpers, 448,000.

4. What is the highest paying job within the occupational classification of "chefs, cooks, and other kitchen workers"? What were their annual earnings?

   Many executive chefs earned over $40,000 annually.

5. What is path of advancement from dining room attendants and bartender helpers?

   After gaining some experience, some dining room and cafeteria attendants and bartender helpers are able to advance to waiter/waitress or bartender jobs. For waiters, waitresses, and bartenders, advancement is usually limited to finding a job in a larger restaurant or bar where prospects for tip earning are better.

Some bartenders open their own businesses. Some hosts and hostesses and waiter and waitresses advance to supervisory jobs, such as maitre d'hotel, dining room supervisor, or manager. In larger restaurant chains, food and beverage service workers who excel at their work are often invited to enter the company's formal management training program.

6. Describe the possible means of advancement into management ranks from the classification of "chefs, cooks, and other kitchen workers."

   Many acquire higher paying positions and new cooking skills by moving from one job to another. Others gradually advance to executive chef positions or supervisory or management positions, especially in hotels, clubs, or larger, more elegant restaurants. Some eventually go into business as caterers or restaurant owners. Others may become instructors in vocational programs in high schools, colleges, and other academic institutions.

Activities

1. Make a written report on management opportunities available at a specific restaurant. Include a chart showing the job progression ladder into management.

2. Write a letter to the home office of any two major restaurant chains. Ask for information about management and career opportunities with the companies. Write a report contrasting opportunities available in these two companies with those available in your restaurant.

ASSIGNMENT 3: Classifications of Customers, Restaurants, and Ownership

Questions

1. List the various types of food service operations described in this assignment.

   Types of operations include luxury service, family service restaurants, coffee shops, cafeterias, snack-bar and carryout operations, drive-ins, catering services, automatic vending operations, and fast-food operations.

2. Name the chief characteristics of a luxury service restaurant.

   Seating is by hostess or maitre d'hôtel. Table service is conducted by waiter or waitress, assisted by busboys. A professional chef is in charge of the kitchen, placing emphasis on artistic dishes and culinary skills. The dining room is well appointed with table linens and tasteful decor designed to create a particular atmosphere. Table service pieces of silver, china, and glassware are coordinated. Banquet facilities are available. There is a full-course menu with a wide selection of entrees.

3. What are the differences between the luxury service restaurant and the family service restaurant?

   Family service restaurants are similar to luxury service restaurants, but they are less formal and less expensive.

4. Name the chief characteristics of a coffee shop.

   Table service is by a waitress, but there are no busboys. A combination of counter and table/booth seating is provided. A limited menu is offered, specializing in short-order service.

Many of the prepared dishes use convenience foods, such as frozen vegetables or gravy mixes. A cook—not a chef—prepares the food. Table service is designed for rapid turnover and quick cleanup. Paper placemats and napkins are used rather than linens.

5. Give the chief characteristics of a cafeteria.

   Several types of self-service are available; the most common is traditional self-service, where the customer pushes tray along serving line, chooses items, pays at the end of the line, or receives sales ticket and pays central cashier at end of meal. Customers serve themselves from wide selections in each course. All items are prepared ahead of time in a central kitchen. Food items are served by handlers or servers behind the serving tables. The dining room is functional, designed for rapid cleanup and customer turnover. There is a full menu with selections of entrees, salads, vegetables, desserts, and drinks.

6. Name the chief characteristics of snack bars and carryout operations.

   They occupy small amounts of space. Most of the area is used for food preparation, and the rest is counter or lineup space. Seating is limited or nonexistent. Most food is eaten away from the premises. They are located in heavy customer-traffic areas, since volume business is necessary. Menus are specialized for rapid preparation of foods and for fast service, and convenience or pre-prepared food is often used. A limited number of employees are hired. Disposable serving utensils and containers are used.

7. Name the chief characteristics of a drive-in.

   Drive-ins usually have parking spaces for between 20 and 50 automobiles. A waiter or waitress (carhop) comes to the car to take and/or deliver the order, although some drive-ins use a two-way speaker system to speed up ordering. Drive-in menus are limited and emphasize fountain items and short orders; many convenience items are used to ensure rapid preparation and service. Disposable serving utensils and containers are used.

8. List and describe the three types of catering operations.

   (1) *Private caterers* prepare the food in advance and take it to a special event such as a wedding, picnic, or private party. Usually, a fixed price is based on a guaranteed number of servings. A private caterer usually provides all the equipment, decorations, and persons needed to serve the entire meal, whether it is a simple buffet or a sitdown meal.
   (2) *Industrial catering* is provided when a catering company has a meal contract with an organization, school, or company, based on the number of people employed by or enrolled in that organization or institution. Food is prepared by the catering company and delivered to the company, organization, or institution at mealtime to be served cafeteria style.
   (3) *Mobile catering* companies have specially equipped trucks that carry prepared and packaged food from a central location to a serving site. Food is sold directly from the truck. This type of operation is found around businesses, construction sites, schools, and at special events.

9. Why are automatic vending machines popular?

   They are popular because of America's love for fast, convenient food.

10. What is a franchised business?

    Franchised businesses are owned by individuals or partnerships or corporations, but are operated under the name of large parent companies.

11. Name the chief characteristics of a fast-food operation.

    In most fast-food operations, a limited menu of special types of food is served. Fast-food operations provide a dining room for customers and carryout service. Many fast-food operations are franchised businesses.

12. What are the main causes of restaurant failures?

    There are two main reasons why restaurant owners are forced to close: (1) general business conditions over which the owner has no control and (2) improper management.

13. What are the common forms of restaurant ownership?

    There are three major forms of ownership—individual proprietorship, partnership, and corporation.

14. What are the factors to be considered in choosing a form of ownership?

    Factors to be considered are type of restaurant; number of people who will be owners; size of operation; amount of capital needed; need for outside financing; tax considerations; and expense of organization.

Activities

1. Think of the food service operations in your community. Place at least one food service operation from your community in each category of food service operations described in this assignment, and explain why each would be considered appropriate for the category in which you placed it.

2. Visit different types of food service operations in your community. Ask permission from the manager of each operation to do a study. Compare the average sales check per person with the services and types of food offered.

ASSIGNMENT 4: Manager Responsibilities and Restaurant Organization

Questions

1. What are the common responsibilities shared by all restaurant and food service managers?

   Efficient and profitable operation of restaurants and institutional food service facilities requires that managers select and appropriately price appealing menu items, efficiently use food and other supplies, achieve consistent quality in food preparation and service, recruit and train sufficient numbers of workers, and scrupulously attend to the various administrative aspects of the business.

2. From where do most food service management companies and large restaurant chains prefer to recruit manager trainees?

   Most food service management companies and national and regional restaurant chains also recruit management trainees from among the graduates of 2-year and 4-year college programs. Food service and restaurant chains prefer to hire persons with degrees in restaurant and institutional food service management.

3. What is the best preparation for a career in restaurant and food service management?

   A bachelor's degree in restaurant and food service management is the best preparation for a career in this occupation.

4. What personal qualities must a successful manager have?

   Restaurant and food service management can be a demanding job, so good health and stamina are important. Self-discipline, initiative, and leadership abilities are essential. Managers must be able to solve problems and concentrate on details. They need good communication skills to deal with customers and suppliers, as well as to motivate and direct their subordinates. A neat and clean appearance is also required since managers are often in close contact with the public.

5. Regardless of educational background, why do food service operations offer management training programs?

   Through a combination of classroom and on-the-job training, trainees receive instruction and gain work experience in all aspects of an establishment's operation—food preparation, sanitation, security, company policies and procedures, personnel management, recordkeeping, and preparation of reports.

6. What is the difference between the front of the house and the back of the house in a food service operation?

   The front of the house is the service department which brings the finished food and drink to the customers. The back of the house is the production department of a food service operation.

7. Name the most common front-of-the-house jobs.

   Common front-of-the-house jobs include manager, assistant manager, host or hostess, waiter or waitress, cashier, bartender, bar back, busboy or busgirl, counter attendant, fast-food worker.

8. Name the most common back-of-the-house jobs.

   The most common jobs in the back of the house include food service director, kitchen manager, chef, cook, fry cook, garde-manager, kitchen worker/assistant cook, and dishwasher. Steward, butcher, receiving clerk, storekeeper, and service agent are additional positions found in large operations.

Activities

1. Interview at least two restaurant or food service managers who work at places you would like work. Record such information as duties and responsibilities, training required, years of experience, educational background, chances for advancement, salaries, and fringe benefits. Also record the positive and negative aspects of the position.

2. List some of your personal characteristics that would make you a good food service manager. If there are any personal characteristics that you need to improve, list them and show ways you can improve those areas.

ASSIGNMENT 5: Furnishings and Equipment

Questions

1. Why is forced ventilation necessary?

   Adequate ventilation is a must in any place where food is prepared and served, both from the standpoint of removing objectionable cooking odors and of providing comfort for guests. While natural ventilation is cheapest, it must be aided in the kitchen by use of a forced ventilating system over cooking units. The fan should be located on top of the building to help reduce heat buildup.

2. Discuss the advantages of good lighting.

   Good lighting is an essential for guest comfort as well as for efficient performance by employees. Food shows to advantage in a well-lighted room and looks dark and unnatural when lighting is poor. Good lighting reduces fatigue and accidents among employees.

   Good lighting is most important in the kitchen and other areas where food is prepared, for it can increase efficiency in cleaning and preparing food. Fluorescent lighting for work areas is especially effective. Storerooms must be well lighted if they are to be kept clean and well arranged.

3. What is the best type of kitchen flooring?

   Traditional quarry tile makes excellent kitchen flooring because it doesn't absorb grease and moisture. Magnesite floors are less durable than quarry tile, but more comfortable and less noisy. Other types of ceramic tile have been developed with excellent strength and slip-resistance.

4. What are silence domes?

   Silence domes are devices attached to the bottoms of table and chair legs to reduce noise and avoid scarring the floor.

Activity

Select a luxury restaurant, coffee shop, cafeteria, and fast-food restaurant in your town or neighborhood. Using this assignment as a guide, write a report describing how each operation meets the guidelines to suit its particular needs.

Questions

1. Name the considerations that should guide the selection of production and storage equipment.

   Considerations include type of clientele, type of food served, location of restaurant, methods of food processing, length of lease, money to be spent for equipment, building features, power sources related to the lowest cost per unit of heat, and servicing facilities.

2. On what basis should equipment be selected?

   Equipment should be chosen for efficiency, durability, cleanliness, and attractiveness.

3. What determines the amount of storage space needed for food staples and for other supplies and small equipment?

   The space required will depend on amounts purchased and buying frequency.

4. At what temperature should meat or fish be kept? Fruits and vegetables?

   Meat, fish, and poultry should be held at 32°F. Fruits, vegetables, and dairy products should be held at 45°F.

5. Why should a peeler never be placed in a corner or close to a wall?

   A peeler should never be placed in a corner or close to a wall because it is one of the most difficult pieces of equipment to clean.

6. Name the two objectives of dishwashing.

   Dishwashing has two objectives: (1) cleaning and (2) removal of harmful bacteria.

7. What are the main goals in the placement of equipment?

   The main goals in placing equipment are to group items in logical working units and to route supplies and traffic toward the service area efficiently.

Activity

Draw a floor plan of a specific restaurant, showing the placement of all storage and production equipment. Write a report explaining how this placement aids in routing supplies and traffic toward the service area efficiently. If the manager or supervisor has time, ask him/her to read your report and comment on it.

ASSIGNMENT 7: Care of Equipment

Questions

1. How is good care of equipment made easier?

   Good care is made easier by proper installation, cleanliness, careful operation, and proper maintenance.

2. What is the result of good maintenance for gas equipment?

   Good maintenance of gas equipment reduces fuel costs and keeps efficiency at a high level. Careful maintenance prolongs the life of gas equipment.

3. What adjustment must be made to ensure that proper cooking temperatures are maintained on gas equipment?

   Cleaning and regulating the heat controls is done so that thermostat dial readings correspond to the actual temperature of the oven or fryer. This adjustment is necessary if desired cooking temperatures are to be maintained by heat control devices.

4. How can you reduce wear on electric heat controls?

   Wear on automatic heat controls is lessened by turning switches to "low" when any device is idle.

5. What should a regular inspection program include?

   Regular inspection should include checking for—
   1. loose connections;
   2. flipped circuit breakers or burned-out fuses;
   3. improper calibration of heat controls;
   4. proper oiling of moving parts; and
   5. cleanliness.

6. Describe the procedure to be followed when a defect is detected in electric cord insulation.

   The first small crack, break, or fray in cord insulation calls for immediate attention. Wrap the cord spirally with electrical tape for several inches on both sides of the damage. If wire is exposed, wrap the wire first and then the entire cord.

7. Briefly list the general guidelines that apply to cleaning equipment in a restaurant.

   - Equipment may need cleaning after use.
   - Some equipment needs to be washed and given a more thorough cleaning when it has cooled.
   - More thorough cleaning may also be scheduled for the end of the day, or once a week, or at some other interval.
   - Some disassembly may be required for a particular piece of equipment.
   - Cleaning may also be needed for effective operation of equipment.
   - Specific tools and materials may be recommended for each type of cleaning.
   - Thorough rinsing is usually required, as is drying.

Activities

1. Make a list of all the gas and electric appliances and equipment used at a specific restaurant.

2. Devise a maintenance and inspection chart based on the list you prepared in the first project. Set up dates for inspection and maintenance procedures based on information contained in the assignment. After completing your chart, go over it with the manager or supervisor, and ask his/her permission to follow the chart for a two-month period.

ASSIGNMENT 8: Promoting the Restaurant

Questions

1. What does successful merchandising require?

   Successful merchandising in a restaurant requires a competent, cooperative staff.

2. What is the first step in restaurant merchandising?

   The first step in restaurant merchandising is to meet the customer.

3. Does a good selection of food mean a multitude of items? Explain.

   Patrons prefer restaurants where there is a good selection of foods. This doesn't necessarily mean offering a multitude of items, but there should be a well-planned menu from which a nutritious and appetizing meal can be selected.

4. What problem with pricing do most restaurants have?

   The price problem in most restaurants is that of establishing a moderate level that will have sales appeal to a wide range of potential customers. This means not only a price patrons can afford, but also one they feel is closely related to the value of food and services rendered.

5. What is the basis for successful restaurant promotion?

   The basis for successful restaurant promotion—whether through advertising, food production, or service—is an understanding of the customer's viewpoint.

6. What is the greatest danger to the restaurant?

   Many customers won't voice their criticisms but will show dissatisfaction by not coming back. This is the greatest danger a restaurant faces.

7. How should lighting be placed in a restaurant display window?

   All lights should be covered and reflected inward and diffused so that there are no shadows or glare.

8. What is the most effective type of advertising for a restaurant?

   The most effective restaurant advertising is by word of mouth.

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9. Which is considered the most personal form of advertising? Why?

   Direct mail is the most personal of all advertising media because it is usually directed to an individual by name.

10. What are the advantages and disadvantages of direct-mail advertising?

   The major *advantage* of direct-mail advertising is that the message is addressed and delivered only to people that the restaurant operator wants to reach and at the time the operator wants them to receive it. The *disadvantage* of direct-mail advertising is the high volume of competing direct-mail ads and coupons that arrive in people's mailboxes daily.

Activities

1. Write a paper describing how you think a specific restaurant earns customer goodwill. Tell some ways you can improve goodwill.

2. Using illustrations, describe the ways a specific restaurant is advertised. Compare that restaurant with the suggestions given above. Explain why you think the restaurant selected its method of advertising.

ASSIGNMENT 9: Menu Planning

Questions

1. Why is the appearance of the menu important?

   The menu is the customer's introduction to the restaurant.

2. What does the menu tell the customer?

   It informs him or her of the foods available, the manner in which they are prepared, and the cost of the items.

3. What do statistics show about a dish at the top of the list for a particular course?

   Statistics have shown that more people order the first dish on the list than any others.

4. Why isn't it good merchandising to arrange items according to price?

   If lower-priced items are listed first, the customer's attention will be focused on these and higher-priced dishes may be neglected.

5. What is the value of using descriptive wording on the menu?

   Descriptive wording that is truthful and not misleading can have strong appeal. A few well-chosen adjectives or phrases help describe dishes and assist in forming a pleasing association in the customer's mind.

6. Why is menu planning one of the most important functions in a restaurant?

   The menu is the core of any food service organization. It is the blueprint from which food is purchased, prepared, and sold.

7. What are the effects of menus that are too elaborate from a production or service standpoint?

   Menus too elaborate from a production equipment or service standpoint can have a number of negative effects: food quality can suffer, employees become disgruntled, service is slowed, and customers are dissatisfied.

8. Why is control important in any business?

   Control is essential in any business because efficiency and profits are a must if the business is to succeed.

9. What should the guiding factors in menu planning be?

   The guiding factors in planning a menu should be the customers' likes and dislikes.

Activities

1. Get a copy of a specific restaurant's menu. How is it laid out? Ask the manager to explain the reasoning behind the menu arrangement. Write a paper describing the reasons.

2. Using the text as a guide, make a well-rounded combination menu that you could use in a restaurant of your own. Be prepared to explain your choices.

ASSIGNMENT 10: Buying Food

Questions

1. Why is buying food one of the most important management decisions in the food service business?

   Food is usually the single largest expenditure in the operating budget, amounting to between 25 and 50 percent of income.

2. What is the restaurant's responsibility to the public?

   Restaurant management has a responsibility to the public to serve wholesome, pure, quality foods that have met proper standards of inspection and grading.

3. List five factors to be considered before deciding what to buy.

   The factors include (1) food that may be used on the restaurant's menu; (2) fruit and vegetable prices as affected by weather and disease; (3) effect of geography on prices, quality, and local food tastes; (4) storage facilities for handling food; and (5) how much can be used advantageously and stored properly.

4. Why should the manager go in person to the market for perishables?

   Managers should go in person to the market for perishables (fruits, vegetables, and meats), so that they may see for themselves items that are in abundance and being sold at favorable prices. They can also see new products coming into the market.

5. Why should the manager maintain good relationships with the suppliers' salespeople?

   Good salespersons know their products and are in touch with business conditions. They keep their customers informed. Salespersons expecting to maintain a client's business don't try to force disadvantageous purchases; on the contrary, they help the manager obtain good prices on supplies that can be sold profitably.

6. Why must the menu pattern cover at least a one-week period?

   Menus should be made up on a weekly basis, and preferably several weeks in advance. This allows the manager to adjust recipes easily and keep the overall effect in view.

7. What is the purpose of the food cost report?

   The food cost report makes it possible for the manager to see at a glance the cost of food for a day.

Activities

1. List the names of the wholesale food distributors for restaurants in your community. Find out if any of them offer advice on buying food, and if they have price lists. Visit one such establishment if you can, and report on what you learned.
2. Interview the managers of one or more restaurants, and find out what food cost percentage they have set as being satisfactory. Report on your findings.
3. Ask the U.S. Department of Agriculture, the state health department, the county agent, or any other source for suggestions on buying food. Tell what kind of advice they offer.

ASSIGNMENT 11: Buying Meats

Questions

1. What government agency grades meat?

   The U.S. Department of Agriculture grades meat.

2. What does the round purple inspection stamp mean?

   The round purple inspection stamp shows that the animal, after being slaughtered, was examined by government inspectors and passed as wholesome.

3. Why must chicken be stored promptly and carefully?

   The incidence of Salmonella or other harmful bacterial contamination in processed chicken is common enough to warrant careful and prompt storage and cleaning.

4. How much does the edible portion vary with the cut of fish?

   The edible portion varies with the type of cut, from 100% for fillets to about 45% for whole fish.

5. How should fish and other seafood be stored?

   Fish must be kept under refrigeration at all times. Fresh fish should be kept below 40°F, preferably at 31° to 32°F, to ensure maximum storage life. Fish that has been thawed should never be refrozen. Maximum storage life is obtained with a temperature of 0°F or below and with adequate moisture-proof and vapor-proof wrapping or glazing. Frozen shellfish should receive the same care given frozen fish. Thawing methods for shellfish are the same as those for frozen fish.

6. In what forms is shrimp sold?

   It may be fresh and whole; fresh or frozen and headless but with the shells on; fresh or frozen and cooked, peeled, and deveined; frozen, peeled, and deveined; frozen and breaded after being peeled and deveined.

Activities

1. Find out what grades of meat are served by a particular restaurant. Report on how these grades reflect the nature and clientele of the restaurant.
2. Report on the storage system used by a particular restaurant.
3. Collect examples of tags used in a tag system, and report on how they are helpful.
4. Report on how a particular restaurant buys poultry.
5. Report on how a particular restaurant buys and stores fish and other seafood.

ASSIGNMENT 12: Buying Fruits and Vegetables

Questions

1. Discuss the methods for properly handling and storing fresh fruits and vegetables.

   Quality should be maintained by (1) careful handling and suitable storage. Packages should not be dropped or thrown. They should never be stacked next to hot radiators in areas where they can freeze. Stacks should be kept to a moderate height to avoid crushing the bottom layers. Attention should be given to placement in whatever storage area is used so that the oldest stock is used first. Each package or bag should be dated as received. (A grease pencil is good for this purpose.)

   Most fresh produce needs low temperature and high humidity, and all need ventilation. Exceptions to the low temperature rule are bananas and sweet potatoes, which should be stored at room temperature. White potatoes generally need only dry common storage unless the storage period is lengthy. Tomatoes should not be kept below 50°F. For ripening, temperatures of 60° to 70° are best. Much produce is highly perishable and is soon damaged by either high temperature or dryness, which causes withering and toughening.

2. What are the ten primary considerations in selecting fresh produce?

   The ten primary considerations in selecting fresh produce are use, supply, grade, brand, condition, maturity, area of production, container, size, and quality.

3. What must one know to make wise decisions in buying canned produce?

   To purchase canned fruits and vegetables to best advantage, it is essential to know the grades, types, counts, and sizes that are available and the manner in which the manufacturer labels the product.

4. What are the three methods of package labeling?

   Packages may be labeled according to the U.S. government grades that have been ascribed to their contents. Grading may also be done by manufacturers. The third method is descriptive labeling.

5. Sample testing done before placing a large order gives what information?

   Before placing a large order, samples should be tested to determine the weight, size, count, color, flavor, and other qualities of comparable products.

6. How do frozen foods contribute to effective management?

   Use of frozen foods can aid in effective management of food service establishments by reducing kitchen labor costs, saving time and space, maintaining uniform quality, simplifying project inventory and portion control, and assuring more satisfied guests.

7. What type of storage do frozen foods require?

   The purchase of frozen foods in quantity should be made only when adequate freezer storage is available. All frozen foods should be kept at 0°F until needed for use.

Activities

1. Find out if there are rules for handling and storage of fresh produce at a specific restaurant. Report on what you found out.

2. Report on who buys fresh produce for a specific restaurant, and how they became qualified to do that task.

3. Examine and report on the labels of several canned vegetables and fruits at a specific restaurant.

4. Report on how frozen food is used at a specific restaurant.

ASSIGNMENT 13: Buying Dairy Products and Staples

Questions

1. How are eggs graded?

   Eggs are graded according to size and appearance.

2. How should eggs be stored?

   Eggs should be kept refrigerated at approximately 45°F until used. Keep eggs in an enclosed container. They should be kept away from strong odors and spills, since the porous shells are absorbent.

3. How should frozen eggs be thawed?

   Frozen eggs should only be thawed a few hours before use, at room temperature or in cold water. Warm or hot water should never be used.

4. How should milk be stored?

   Milk products require constant refrigeration at 40°F and protection from sunlight, absorbed flavors, and odors.

5. What is nonfat dry milk?

   Nonfat dry milk is skim milk with the water removed.

6. What are the basic cheese classifications and subclasses?

   Hard
   - Without gas holes (cheddar)
   - With gas holes (Swiss)

   Semisoft
   - Ripened with molds (Roquefort)
   - Ripened with bacteria (brick)

   Soft
   - Ripened with molds (Camembert)
   - Ripened with bacteria (Limburger)
   - Unripened (cottage cheese)

7. Why should restaurants always strive to serve a good cup of coffee?

   Few things turn off customers more than a bad cup of coffee.

8. How should coffee be stored?

   Store whole bean coffee and any opened cans of coffee in the refrigerator, tightly sealed to preserve freshness.

9. How should flour be stored?

   Flour should be kept off the floor in covered containers at temperatures below 70°F.

10. What vegetable oils are most commonly used in food production?

    Vegetable oils most commonly used are soybean, corn, cottonseed, peanut, safflower, canola, and olive oil.

Activities

1. For a particular restaurant, find out what grades of eggs are used, and for what purposes. Report on your findings.
2. Report on the milk, cream, derivatives, and cheeses used in a specific restaurant.
3. Report on storage equipment and procedures used for food covered in this assignment.

ASSIGNMENT 14: Sanitation

Questions

1. Why is sanitation important to the restaurant's success?

   Good food counts for little if the customer is turned off by unsanitary conditions or procedures or, worse yet, if the health department shuts the place down. Food poisoning is the manager's ultimate nightmare.

2. a. How is the public's health protected?

   The public, in theory, is protected by regular inspections from the local department of health.

   b. Is this method effective?

   In practice, health departments are understaffed, and inspections can't be made as often as desired.

   c. On whom does the public rely to maintain daily sanitary standards?

   For daily protection, then, the public must rely on the cleanliness and efficiency of the manager and employees.

3. What are the favorite media for germs?

   The favorite media for germs are milk; water; meat; seafood; custard pies, pastries, and dressings containing eggs; and improperly canned food.

4. What are the most common restaurant pests?

   The most common restaurant pests are rats, mice, roaches, and flies.

5. Describe the basic cleaning process.

   Most cleaning is done with water, either used alone or with a detergent, abrasive, or sanitizer added. The cleaning process consists of four steps: (1) wetting the soiled spot, (2) removing the dirt with water containing detergent, (3) thorough rinsing, and (4) drying (in most cases). Soft water (water with fewer minerals) cleans better than hard water. Softening agents may be used in detergents to reduce water hardness. Hot water cleans better than cold water. Water at 180°F melts grease and dissolves detergents easily.

Activity

Obtain a copy of the inspection sheet used by your local health department in rating food service establishments. Using it and the information contained in this assignment as guides, develop a schedule of regular sanitation checks that can be followed at a restaurant.

ASSIGNMENT 15: Safety

Questions

1. List the five functions of restaurant operation in which safety hazards exist.

   The functions are receiving and storing food supplies, preparing foods for cooking, cooking and baking foods, serving foods, and clearing tables and washing dishes.

2. a. What are the most common types of accidents?

   The most common types of accidents are cuts, falls, strains, bumps, and burns.

   b. Which accidents cause the greatest loss of time and money?

   Falls and strains cause the greatest loss of time and money.

3. a. When do most accidents occur?

   Accidents generally happen when you can least afford them—during rush hours.

   b. Why is this of concern to the management?

   This is when replacements can't be obtained quickly enough and service suffers as a consequence, not to mention expensive emergency room or hospital treatment for injuries, and possible lawsuits.

4. What causes the safety hazards usually associated with receiving and storing goods?

   With such a variety of sizes, shapes, and weights to handle, persons doing this work are likely to suffer strains. There are also hazards from unsafe stacking of goods; danger of falling when reaching for something on a high shelf; and the likelihood of cuts, splinters, and scratches from opening containers.

5. What causes the majority of cuts that occur while preparing foods for cooking?

   The majority of cuts are caused by knives.

6. When a knife falls, what should the person using it do?

   Never grab a falling knife—get out of the way.

7. What types of accidents occur most often when cooking foods?

   Burns and falls are the most common accidents in the cooking and baking phase of restaurant operation.

8. Describe the procedure for lighting a gas oven.

Ventilate the oven for several minutes before lighting it. When striking a match to light an appliance, strike it away from clothes or other flammable material, and turn the gas on gradually.

9. In serving foods, what are the most common types of accidents?

Burns, bumps, and falls are the most common accidents that occur when food is being served.

10. How should the traffic between the kitchen and dining area be arranged?

Traffic between the kitchen and the dining room should be carefully arranged so that employees coming into the kitchen will not have to cross paths with those leaving the kitchen.

11. According to the text, what procedure should be used for removing steam table trays?

The following procedure is recommended for handling trays. Use a fork in the right hand for prying. Take firm hold of the opposite side of the tray with the left hand, and protect this hand with a dry towel. Lift the tray straight up so that steam rises directly upward and not toward the individual. Handle trays from electrically heated tables with the same care even though there is no danger of a steam burn.

12. Which machines have caused the most serious injuries in restaurants?

Meat and vegetable slicers have caused the most serious injuries mainly because they have rotating circular knives.

13. How should a meat slicer be cleaned?

The plug should be pulled out on an electric slicer, and the gauge turned to zero before cleaning. This position will close the blade on most machines. Care should be taken so that the hands do not directly contact the edge of the cutting blade. The blade should be cleaned from the center out, and a protective cloth held in the other hand to rotate the blade.

14. Name the two most costly public liability hazards.

Injuries from defective equipment and falls are the two most costly public liability hazards.

Activities

1. Find out the safety rules used at a specific local restaurant. Report on how they are similar to the rules listed in the text, and how they differ from the rules listed in the text.

2. Contact the sources for safety information discussed in the text. Plan a safety meeting based on the materials you are able to obtain. Present this program to the class.

3. Report on how employees of a specific restaurant could be made more safety-conscious and more aware of actual hazards.

ASSIGNMENT 16: Personnel Policies

Questions

1. What are the four essential characteristics of personnel policies?

   (1) Policies should be definite.
   (2) Policies should be consistent under similar circumstances.
   (3) Policies should be flexible enough to meet changed conditions.
   (4) Policies should be practical.

2. Why should personnel policies be in writing?

   Policy statements should be in writing because written statements allow less opportunity for misinterpretation and variation than oral ones. A written policy is likely to be more clearly stated and more definitely understood.

3. What does a job description include?

   A job description should include the job title, name of the immediate supervisor, a brief statement of the job purpose, and a list of duties and responsibilities.

4. List the two purposes of a job description.

   (1) to provide mutual understanding between worker and supervisor as to just what the job is
   (2) to provide information for determining job specifications and job breakdowns

5. What is a job specification?

   A job specification sets forth specifically what kind of person it takes to do a job.

6. What is a job breakdown?

   A job breakdown is a listing of the logical steps and best methods for accomplishing each task or duty set forth in the job description.

7. List the five basic ingredients in all jobs.

   (1) mental requirements, (2) skill requirements, (3) physical requirements, (4) responsibility, and (5) working conditions

8. In a job evaluation, what determines the level of skill required?

   The level of skill required is determined by how long it takes a qualified person, under a good supervisor, to learn how to do the job satisfactorily.

9. What determines the number of employees needed by a food service operation?

   The number of employees needed is affected by such factors as the type of service, menus, layout, laborsaving equipment, number of meals served, and customers served per meal.

Activities

1. Find out whether a specific restaurant has a written list of personnel policies. Ask the manager for a copy. If the restaurant doesn't have a written list of personnel policies, ask the manager, when she or he has time, to discuss the restaurant's personnel policies with you. Report on your findings.

2. Using the information and illustrations in the text, make a complete job analysis of three work positions in a specific restaurant. Ask the manager to go over these with you. As an alternative, find out if the restaurant has such job analyses. Report on your findings.

ASSIGNMENT 17: Selecting Personnel

Questions

1. Name sources the restaurant operator can use to obtain employees.

   The restaurant manager has several sources for obtaining employees: friends and acquaintances, his or her own employees, employment agencies, classified advertisements, and walk-in applications.

2. What information should a classified newspaper ad clearly state?

   The ad should state clearly—
   (1) the type of job, location, and working hours;
   (2) why the establishment is a good place to work and why the job is a good one; and
   (3) where and to whom an applicant can apply, including the phone number to be called for more information.

3. Why should the written job application be carefully studied?

   Careful study of a written job application can tell you much about a person, such as personality and character traits, drives, motivations, job interest, and dependability.

4. Why should references be checked?

   A person may indicate on his resume that he is qualified for a job, when a careful check of his references indicates that he is unsuitable.

5. What is the value of the personal interview?

   In a good personal interview, the employer takes time to discuss carefully the job qualifications with the applicant, and through friendly discussion, determines how well the person meets these standards.

6. What are the basic requirements and qualifications for any restaurant employee—physical, educational, and personal?

   Physical ability and aptitude for handling tools and equipment are needed in restaurant work. Good posture is important, as well as clean skin and clean, well-kept hair, hands and nails. The general health of prospective employees is important. All general service employment has certain minimum requirements, such as literacy and ability to add, subtract, and multiply. Most restaurants also require a high school diploma or GED certificate for all but the lowest-level positions. People who work together as a team must be emotionally stable.

Activities

1. Obtain samples of the employment applications used by different food service operations in your area. Make a report comparing the applications. Tell which one you think is most useful, and explain why.

2. Make a report describing the qualities you would look for during an interview with applicants for the following jobs: busboy, waitress, cook, salad maker, cashier, and hostess.

ASSIGNMENT 18: Employee Training

Questions

1. What are the universal training demands?

   Universal training demands include the training of new employees, stimulation of experienced workers, preparation of qualified individuals for new positions of greater importance, and accommodations to the inevitable changes that will occur in systems and methods of operation, such as expanded hours, menu, or restaurant size, the introduction of a new computerized timekeeping system, or new kitchen equipment.

2. What is *training*, and how is it different from education?

   Education has been defined as the effect of the sum total of life's experiences on the individual. *Training* is a narrower concept, the process of teaching fitness and proficiency in a specific job or task. It is a shortening of the educational process by focusing attention on a specific problem or situation.

3. What are the two purposes of training?

   Organized, planned training serves two valuable purposes: (1) to shorten the learning period and (2) to make learning more effective.

4. How does training help the employee?

   With planned training, new workers can be taught the best methods in a much shorter time than possible under a trial-and-error procedure. Training speeds an employee's knowledge of restaurant procedures, increases his knowledge of foods and service, and improves his ability to deal with customers intelligently

5. How does training reduce labor costs?

   By shortening the learning period, new employees reach the level of profitable productivity sooner. Well-trained workers are more efficient, and efficient workers cost less than inefficient ones.

6. How does training reduce labor turnover?

   Labor turnover is usually less among trained workers. Training logically increases job security. Managers generally dislike losing trained workers and will retain them long after they have been forced to dismiss the untrained workers.

7. How does training improve employee morale?

Intelligently applied training methods create confidence and goodwill in employees, which results in good employee morale. There is a distinct correlation between morale and labor turnover. The employee's fear of dismissal is lessened when the restaurant trains her to better herself as a person, as well as her production.

Activities

1. Obtain a copy of a training manual from a restaurant. Go through it to find ways in which the training is designed to provide the advantages of training discussed in this assignment. Write a short paper on the subject.

2. Develop a training handbook for a new waitperson, trying to obtain some of the advantages mentioned in the text.

ASSIGNMENT 19: Motivating and Supervising Personnel

Questions

1. Why is there no single solution to the problem of motivating workers?

There is no "magic bullet"—no simple solution—to the problem of motivating workers, because human behavior is so variable.

2. According to the text, what two factors are considered important in maintaining a loyal, efficient staff?

Good human relations, as well as clearly defined personnel policies, are considered important factors in maintaining a loyal, efficient staff.

3. Where should criticism of an employee take place?

When criticism is necessary, it should be made in private, not in front of other employees or customers.

4. What is the most important quality for a good supervisor to have?

Of all the supervisory qualification requirements, leadership ability is the most important, the most scarce, and the most difficult to measure.

5. Name four qualities of leadership.

The qualities are integrity, social sensitivity, objectivity, and emotional maturity.

6. What is meant by *objectivity*?

An objective leader is able to restrain and control his own emotional reactions and to not inject them into his decisions and actions.

Activities

1. Interview the managers of two or three different food service operations. Ask them to discuss how they motivate employees. Write a report comparing what the three managers had to say. Were their comments different from the text? If so, how?

2. Ask one manager what she or he looks for and expects from a supervisor. Compare that answer with the text.

3. Write a paper on how you would motivate and supervise employees in your own restaurant.

ASSIGNMENT 20: Tax Records

Questions

1. What is the Federal Insurance Contributions Act?

   The Federal Insurance Contributions Act (F.I.C.A.) is a tax program that funds our social security insurance program.

2. Who must deduct income taxes from wages?

   Every business person who pays wages to one or more employees must deduct and withhold specified amounts from the wages of the employees for federal income taxes.

3. a. When must duplicate copies of withholding statements be given to all employees?

      Employers must furnish each employee with at least two copies of a withholding statement (Form W-2) by January 31 of each year.

   b. What do they show?

      They show the amount of wages subject to income tax withholding and the amount withheld. This form must also show the amount of wages subjected to F.I.C.A. taxes and the amount of F.I.C.A. taxes deducted.

4. How long must pertinent tax records be held by an employer?

   These records must be kept for at least six years.

5. What is the fundamental objective of record-keeping?

   The fundamental objective of record-keeping is to provide facts that will guide the manager in the successful, profitable management of the restaurant.

Activities

1. Find out what tax records, both federal and state, a particular restaurant is required to keep and why each is necessary. Write a report on your findings.

2. Discuss with a restaurant manager how sales taxes are collected, accounted for, and paid at the restaurant. Write a report on this subject.

ASSIGNMENT 21: Financial Records

Questions

1. What are the commonly asked questions for which restaurant records must provide answers?

    - How much business did I do?
    - How much net profit did I earn?
    - How much were my food costs?
    - How much were my true payroll expenses?
    - What is my investment in the restaurant?
    - What are the trends in sales, expenses, profits; in other words, how is the restaurant progressing from year to year?
    - How much stock (inventory) do I have on hand?
    - How much money do I owe my wholesalers and others?
    - How much cash do I have on hand and in the bank?
    - How does my restaurant compare with other restaurants of the same type?

2. What should daily records for a restaurant reflect?

    Daily records for any restaurant should reflect the daily activities in the business, such as cash received from food sales and from other sources, payments for food and expenses, payments on loans, and purchases of equipment.

3. What is a cash payment voucher?

    The petty cash voucher is the simplest type of receipt for cash payments.

4. What is a cashbook, and why is it kept?

    A cashbook provides a simple and easy means of keeping a record of what happens to every sales dollar.

Activities

1. Ask a restaurant manager for samples of the types of records that he or she uses, then make a report on their use.

2. With a restaurant manager's permission, take all the register readings for a one-week period, and fill out the necessary forms, especially the daily or end-of-shift proof-of-cash.

3. Write a report explaining how a specific restaurant deposits and withdraws cash from the bank. Include samples of all forms used.

ASSIGNMENT 22: Restaurants and Food Service in the Computer Age

Questions

1. In what ways can computers make a manager's job easier?

    Smart managers use their computers to keep personnel records, calculate payrolls, perform sales analyses and accounting functions, formulate reports, and schedule employees. By referring back to previous schedules contained in the computer's database, during normal operations, peak seasonal times, and slow periods, management may be able to more accurately forecast personnel needs.

2. How does having a computer-driven, point-of-sales system benefit a food service operator?

   The computer can ensure accountability for every item going in and out of the kitchen. It can store all the transactions occurring on-site, from requisition orders sent to the kitchen, to tabulating and printing guest checks, to keeping track of inventory. With it, the manager can track individual server sales, analyze menu sales, determine the peaks and valleys of the business day for more efficient scheduling, and reconcile cash register drawers with more certainty. The computer can give the manager a snapshot of the business' "big picture" at any given moment—where the money is and how it is being spent.

3. How can a computer system help reduce internal theft?

   Computers can be valuable tools for uncovering information about thefts after the fact, but they also allow management to put controls into place that deter potential thieves and opportunists from attempting the thefts in the first place.

4. What characteristics should a buyer look for in a computer system for a food service operation?

   A system should be compatible with all computers with which it might be used, have a proven record of reliability, and be extremely simple to operate.

5. What advances might we see in the future?

   Technologies which should soon be easily available include remote management reporting systems, where an owner with a computer at home or in the central office can call up any file from any individual location at any time and view it personally or in conference with the appropriate manager; systems in which a food service operation is tied into a wholesaler's computer, allowing the operation to order and receive products via the computer; tabletop monitors for patrons to use for ordering, request information about how their selections are prepared and nutritional value, and be entertained with video games.

Activity

Pick out five or more restaurants in your community, both chain and single location, and ask the managers if they have computerized systems. If the answer is yes, find out what system they have and how they use it. If the answer is no, ask why and whether they are planning to buy a computer in the future. Report on your findings.

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